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CITY of DOVER
ANNUAL REPORT

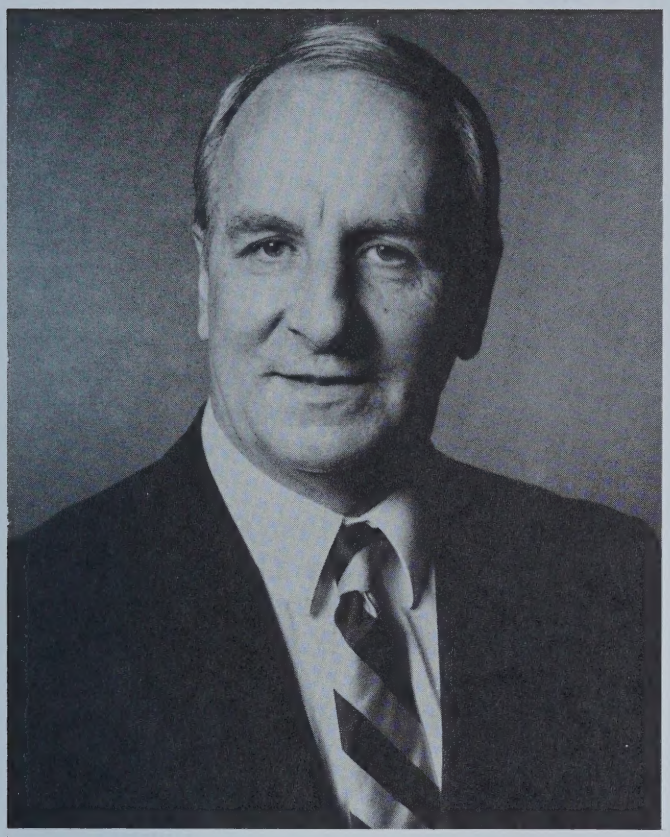


DOVER
NEW HAMPSHIRE
1992 - 1993

CITY OF DOVER PHONE NUMBER LIST

GENERAL INFORMATION:
743-6000

CITY MANAGER	743-6023
CITY CLERK	743-6021
ECONOMIC DEV.CORP.	743-6043
FINANCE DEPARTMENT	
Finance/Purchasing	743-6030
Accounting	743-6005
Tax Collector/Motor Vehicle	743-6019
Tax Assessment	743-6014
Water/Sewer Billing	743-6028
HEALTH/HUMAN SERVICES	
Welfare	743-6035
Youth Resources	743-6045
Health Officer	742-7220
LEGAL SERVICES	743-6022
PLANNING DEPARTMENT	
Planning Office	743-6008
Building Inspection	743-6038
Community Development	743-6033
ICE ARENA	743-6060
FIRE DEPARTMENT:	
EMERGENCY ONLY	911
All other Purposes:	742-4646
PARKS & RECRECREATION	
Guppey Outdoor Pool	749-0439
Indoor Pool	743-6056
Office	743-6058
POLICE DEPARTMENT:	
EMERGENCY ONLY	911
All other Purposes:	742-4646
PUBLIC LIBRARY	743-6050
PUBLIC WORKS DEPT.:	743-6070
City Engineering	743-6071
Recycling/Sewer Dept.	743-6073
Water Dept. Office	743-6072
Pumping Station	742-8600
Cemetery	743-6075
SCHOOL DEPARTMENT	742-6400



MAYOR HOWARD WILLIAMS
January 1992 - April 1993

City Councilor At Large
April - December 1993

N. H. STATE LIBRARY
JUL 05 1994
CONCORD, N.H.

MAYOR PRO TEM
PATRICIA TORR
January 1992 - April 1993

MAYOR
April 1993 - present



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-Combined Statements of Cash Flows Proprietary Fund
Types and Similar Trust Funds

-General Long-Term Debt Acct. Group

-Bond Payable

-Assets (Enterprise Funds)

CITY OF DOVER
CITY COUNCIL

HOWARD WILLIAMS
At Large - Mayor
18 Lisa Beth Circle
742-3824 (Jan 92-Apr 93)

ERNEST CLARK
Ward 1
2 Willand Pond Road
742-4464

PARKS L. CHRISTENBURY III
Ward 2
98 Cocheco Street
742-5761
Mayor Pro-Tem (Apr 93-Jun 93)

PATRICIA TORR
Ward 3 - Mayor Pro-Tem -
2 Constitution Way
749-4080
Mayor (Apr 93-Jun 93)

KATHERINE W. CHALUE
Ward 4
12 Mast Road
742-1656

RENNY PERRY
Ward 5
37 Arch Street
749-0956

OTIS E. PERRY
Ward 6
137 County Farm Cross Road
742-2717

EDMUND J. MCCABE, JR.
At Large
530 Sixth Street
749-0434

ROSABEL WALKER-BOIS
At Large
70 Silver Street
749-4800

GENERAL GOVERNMENT

City Manager
Paul G. Beecher

City Clerk
Karen L. Larson

City Attorney
Scott E. Woodman

Economic Development Director
James Pereira

Finance Director/Comptroller/Treasurer
Jeff Harrington

Purchasing Agent
Dan Kelly

Tax Assessor
Dana Dean

Tax Collector
Ann Fredette

Auditor
Melanson & Greenwood & Co.,P.A. (1995)

HEALTH AND WELFARE

Human Services Director
Janet Poulin

Health Officer
Beatrice Fogg

Board of Health - 3 Year Term
Dr. Thomas J. McShera
Dr. Leonard Small
Dr. Lee Spyridakis

PARKS AND RECREATION

Parks and Recreation Director
Cova Greig

Parks and Recreation Advisory Board - 3 Year Term
Ward 1: Mary Rolison (1993)
Ward 2: Edward Murphy (1993)
Ward 3: Stephen George (1993)
Ward 4: Connie Hutchins (1994)
Ward 5: James Sousane (1994)
Ward 6: Suzanne Meadows (1994) (Chair.)
At Large: Lee Calderone (1995)
At Large: Mikel Myers (1995)
At Large: Robert C. Carrier (1995)

Arena Director
Paul J. Chalue

Arena Commission - 5 Year Term
Raymond Bardwell (1997)
William Morgan (1994) Chairman
Thomas Northey (1996) V.Chairman
William F. Hopkins, Jr. (1995)
Deborah Decolfmaker (1993)
Recreation Director, Ex-officio
Cova Greig

PLANNING AND COMMUNITY DEVELOPMENT

Planning Director
William Collins

Planning Board - 3 Year Term
Ronald Cole (1994) Vice-Chairman
Brian Preston (1996)
Douglas W. Steele II (1996)
Robert Corsetti (1996) Chairman
Daniel Markey (1994)
Lionel Martel (1994)
Public Works Director (Ex Officio) Jim Richards
City Manager (Ex Officio) Paul Beecher
Parks Christenbury Council Representative, Ex Officio

Planning Board Alternates
Robert Belmore
Martin Smith

Building Inspector
Thomas L. Clark

Electrical Inspector
Theodore Evans

Plumbing Inspector
Thomas Forbes

Community Development Coordinator
Bill Collins

PUBLIC LIBRARY

Library Director
Donald K. Mullen

Library Board of Trustees
Valerie Bloom (1993)
Arthur Dubois (1996)
Barbara Grimes (1995)
Ann Grimes-Etleman (1996)
Robert Marston (1996)

PUBLIC SAFETY

Fire Chief
David Bibber

Police Chief
William Fenniman

PUBLIC WORKS AND WATER

Public Works Director
James A. Richards

Superintendent of Public Works & Water
Pierre Lavoie

Superintendent of Pine Hill Cemetery
Nancy Gagne

Cemetery Board of Trustees-3 year term
Belinda Campbell (1996)
William Kincaid (1996)
Grover Tasker (1994)
Russell Newell (1994)
William Knowles (1996)

City Engineer
Paul Vlasich

BOARDS AND COMMISSIONS

Conservation Commission - 3 year term
Michael L. Hearn (1993)
Nell Waddell Neal (1994)
Jean Partin (1996)
vacancy
vacancy
vacancy
vacancy

Dover Utilities Commission- 3 year term
Jay Stephens (1994)
Roland Belhumeur (1994)
Daniel Ayer (1994)
Robert DiMambro (1994)
Franklin Torr (1994)
Ron Weeden (1994)
Pete Lavoie

Dover Housing Authority - 5 year term
Jack Buckley, Executive Director
Seymour Osman (1994)
Marge Briand (1995)
John Guy (1994)
Alan B. Krans (1997)
John McCooey (1998)

Dover Industrial Development Authority - 3 year term
George Gauthier (1994)
Seymour Osman (1993)
David Wilson (1992)
Pat Murray (1996)
Raymond Martineau (1993)
Hamilton Krans Jr. (1994)
George Maglaras (1994)
City Manager, Paul Beecher
Mayor Howard Williams

Economic Loan Commission
John Turgeon (1995)
Steve Wood (1994)
Richard Wallis (1995)

Licensing Board
Mayor Howard Williams
Police Chief William Fenniman
Edward L. Morin

Parking Commission
Steve Goren (1995)
Dan Dugal (1994)
Bill Collins
William Fenniman
Renny Perry
Jim Richards
Mayor Howard Williams (Jan 92-Apr 93)
Mayor Patricia Torr (Apr 93-Jun 93)

Personnel Advisory Board -3 year term
Robert Duvall (1995)
Thomas Hardiman (1995)
Robert Weisner (1995)

Solid Waste Advisory Committee (Citizens)- 2 year term
Gary Gilmore (1993)
Earl Goodwin (1993)
Arthur Grimes (1993)
James McAdams (1993)
Brian Stern (1993)
Chris Wyskiel (1993)

Trustees of the Trust Fund
Jeremiah Carberry (1992)
David Torr (1993)

Zoning Board of Adjustment - 3 year term
Vacancy
William Colbath (1994)
David Paolini (1994)
Dana Turner (1994)
Chris Jacobs (1994)
Dean Trefethen (1994)
Robert Callan (1994) Alternate
Brenda Whitmore Alternate (1994)
John Murphy (1995)

EDUCATION DEPARTMENT

Superintendent of Schools
Gerald A. Daley

Business Administrator
Marie Walton

Dover School Board
Ward 1: William Boc
Ward 2: William McCann
Ward 3: Robert E. Hannan, Chairperson
Ward 4: Robert Berry
Ward 5: William D. Gillis
Ward 6: Paul C. Johnson
At Large: Kathryn Parks Forbes

Director of Curriculum
Murray Ingraham, Woodman Park School

School Principals
Gregory Kageleiry, Dover High
Paul Mauceri, Junior High
Barbara Watts, Horne Street
Cynthia Theodoras, Woodman Park
John O'Connor, Garrison

Director of Maintenance (Building & Grounds)
Harvey Ham, Dover High

Director of Transportation
Neil Robinson, Garage

Head School Nurse
Teresa Warren, Dover High School

Food Service Administrator
Joan Carll, Dover High

SUPERVISORS OF CHECKLIST

Ward 1: Catherine Spellman
Ward 2: Ann Shaheen
Ward 3: Ruth Chapman
Ward 4: Lois Duvall
Ward 5: Robert E. Marston
Ward 6: Martha Haley



Mayor Howard Williams and Seacoast United Way Director Bernie Mucci accept Strafford County Services Directories from Julie Brown, Chairman of the Board of Directors of the Strafford County Community Action Program and Harriet Corson who assisted in putting the directories together.
(Photo courtesy Foster's Daily Democrat)

CITY MANAGER'S REPORT

With the close of the 1993 fiscal year, I am pleased to submit the following annual report for the period of July 1, 1992, through June 30, 1993:

As has been the case during the last few years, many of the same issues have continued to be of particular concern to the general well-being of the City. Again, this past fiscal year, continuing to provide quality municipal services while maintaining a stable tax rate, absorbing the cost for the cleanup of the Tolend Landfill site and restoring the City's credit rating were the issues of major importance.

As has been suggested year after year, these issues have a significant effect on the type, affordability and quality of municipal services being provided by the City today, and well into the next century. In recognizing the long term financial and operational implications, the City has continued during the past year to respond aggressively and responsibly in dealing with each of these matters.

For the 1993 Fiscal Year, with direction from the Mayor and City Council, and through the efforts of each of the City's department heads and employees, an overall budget was established which kept the property tax burden nearly level with the previous year. Following the completion of a city-wide revaluation of property as required by the State of New Hampshire and based upon the budget adopted by the City Council during June of 1992, the City's tax rate for the 1992 tax year (FY93) was set at $27.00 per thousand. An important indication of the success in stabilizing the tax rate and keeping municipal services affordable, is that for the second year in a row, the City saw a decrease in the total amount of uncollected property taxes.

As stabilizing the tax rate and reducing the amount of uncollected property taxes has been an issue of concern over the last few years, so has the financial impact of the cost for cleaning-up the Tolend Landfill site. With an estimated cost of over 20 million dollars, this project has the potential to limit the City's ability to fund future capital projects for needed maintenance and replacement of equipment, streets, sidewalks and other infrastructure. With this thought in mind, the City has continued during this past year to work in conjunction with the other Potentially Responsible Parties (PRP's) to find the most cost effective means for complying with the Environmental Protection Agency's mandated clean-up. The City and the PRP's are continuing with their efforts to study the need for treating underground run-off as part of the remediation project, in hopes of eliminating this requirement and thereby significantly reducing the overall cost for this project. The results from this effort will not be known until next year, at which time the actual work involving the capping of the landfill and the construction of any needed treatment facilities will begin.

With a need to borrow funds to finance various capital projects and to support the ongoing operations of the City, the City's credit rating is of concern as it determines the availability of various financing alternatives and the amount of added interest expense when borrowing moneys. Having been downgraded from Baa1 to Baa by Moody's Investor Services in 1991, the City has been working over the last few years to improve its credit rating. The main reason cited for the rating downgrade was the City's level of uncollected property taxes resulting from the slowdown in the regional economy and the City's reliance on short-term debt to cover the period of operations until taxes are eventually collected. To address these concerns, the City Council and administration have been focusing their efforts in general on improving the financial health of the City by controlling expenditures and improving reserves or end of year balances maintained in each accounting fund. Further, as mentioned above, the City has been working over the course of the last few years, and is expected to continue, with maintaining an affordable tax rate thereby improving the level of uncollected taxes. These efforts, combined with a change in the tax collection process to eliminate the need to issue Tax Anticipation Notes, are expected to improve the City's credit rating.

In the coming years, each of the issues noted above will continue to receive considerable focus and attention. As the community continues to be concerned about the affordability and quality of its municipal services, the need to ensure the effective and efficient delivery of services will become even more imperative. With the close of the 1993 fiscal year, the Bennett Cost Containment Report was completed. This study has provided recommendations which, if implemented, have the potential for increasing efficiencies in many different areas of the City organization. In the coming year, these recommendations will be reviewed by the City Council and administration, and if deemed appropriate and feasible, they will be implemented.

In conclusion, I wish to thank Mayor Patricia Torr, former Mayor Howard Williams and the entire City Council for their leadership and vision during the completion of my first year as Dover's new City Manager. In addition, I would also like to thank the department heads and each City employee for their dedication and continued hard work in meeting the many challenges put before them during this past year, and in the years ahead.

Paul G. Beecher
City Manager

CITY CLERK

The following is a report of the activities of the City Clerk's Department for the period of July 1, 1992 through June 30, 1993.

LICENSES, PERMITS AND FILINGS

	July 1991 - June 1992	July 1992 - June 1993
Dog Licenses	758	777
Peddlers and Vendors	7	10
Tags and Raffles	64	64
Taxi (Cab, operator, driver)	33	42
UCC's	585	673
I.R.S. Tax Liens	126	118

VITAL STATISTICS:

Returns of Births, Deaths and Marriages occurring in the City during this period were recorded and tabulated as follows:

	July 1991 - June 1992	July 1992 - June 1993
BIRTHS	781	744
DEATHS	391	401
MARRIAGES	245	226

The issuing of certified copies of Vital Statistics records and recording of the same, continues to be a large portion of the duties of the City Clerk's office.

ISSUANCE:

	July 1991 - June 1992	July 1992 - June 1993
BIRTHS	1,669	1,693
DEATHS	1,794	2,507
MARRIAGES	291	279

CITY COUNCIL:

The Clerk's office prepared the required 52 agendas for both the City Councils Regular and Workshop meetings, prepared the council minutes and posted the appropriate meeting notices. The Council adopted 29 Ordinances and 138 resolutions (which are comprised mostly of purchasing requests).

Other Happenings:

In, 1991, the State of New Hampshire selected Dover as a test Site for their Automated Death Certificate (ADC) program. Since that time, due to the success of the program, 40 additional sites have been added. The Bureau of Vital Records provided the City Clerk's office with a new computer and laser printer as a part of the ADC program. The State will be looking into automating the marriage and birth certificate programs next.

The City Clerk and Deputy City Clerk have both completed the second year towards their National Municipal Clerk's Certification. The Staff of the City Clerk took on many projects in-house as a part of improved office efficiency and costs savings. Some of these projects consisted of the development and printing of the Officials Directory, the printing of all literature or manuals that are sold to the public and the design of the City of Dover T-shirts and Coffee Mugs, which are on sale at the City Clerk's Office.

In January of 1993, the City Clerk's Office hosted two Registrars from Scotland who had been visiting Federal and State Vital Statistics Agencies in the United States., in an effort to enhance the way they do business.



City Clerk, Karen Larson, deomonstrates the new automated death certificate program to visiting Registrars from Scotland. Pictured from left to right: Deputy City Clerk, Judith Lundy, Karen Grady, Bureau of Vital Records, Chuck Sirc, State Registrar, Scottish visitors and staff member Jean Fenerty. *(Photo courtesy Foster's Daily Democrat)*

ANNUAL REPORT
1992-1993

ELECTIONS:

The preparation and supervision of elections is the duty of the City Clerk. From June through November 1992 it was a very busy time in the City Clerk's Office. With the upcoming race for State Governor and the President of the United States, voter registration was at an all time high. On average, between 100 to 200 people per day came into the office for various voter registration activities. As previously stated, during this time period a State Primary and Presidential Election was held. The State Primary listed 13,394 registered voters and showed a 35% voter turnout, while the Presidential Election listed 15,513 registered voters and an impressive 80% voter turnout. Due to the large voter turnout, the ward officials and the staff of the City Clerk worked well into the following day before all of the results were talleyed. Many thanks to the ward officials for their commitment and hard work in making the election process possible.

In February 1993, the City Council authorized the purchase of 6 optical tabulation systems which would increase the accuracy of the election results and reduce the number of hours the election officials would have to spend manually counting the ballots. Many thanks to the Council for replacing an extremely antiquated system. We look forward to the use of this new voting system.

Respectfully submitted,

Karen L. Larson
City Clerk

ARENA DEPARTMENT

During the past year, the Arena Department experienced a good ice skating season financially. During the ice skating season, Arena revenues remained constant as the cost of commodities used at the Arena were contained through frugal purchasing and the careful management of the staff. However, an attempt was made to increase off-season revenues by holding a Concert Series. This proved to be very unsuccessful from a financial point of view. The poor attendance at the Concert Series created a deficit year for the Arena, therefore increasing the retained deficit from previous years. Additional future revenues will be needed to off-set this poor year. During the year the Arena Director continued to work closely with the Arena Commission to improve the plan to reduce expenditures and increase revenues.

The Arena staff has continued to maintain the facility in a safe and proper condition to provide the residents of Dover with one of the finest ice skating Arenas in the State of New Hampshire. We not only receive compliments from our local users after they have visited other rinks, but the visiting teams always comment on how nice our facility is and that our staff keeps it clean and is always helpful. We take pride in making this Arena a show piece for the City of Dover.

The Arena full-time maintenance staff of Barry Riordan and Mike Wilson bring a wide range of skills to the department and most of our projects and repairs are performed in-house, reducing the cost to the City. Arena Secretary, Laura Rowe, continues to administer several programs which, in the past, were handled by the Assistant Director, whose position was eliminated in FY90. A dedicated core of part-time seasonal employees round out the staff which keeps the Arena functioning from 6:00 AM to 1:00 AM, seven days a week, nine months of the year.

Over 13,000 people visited the WTSN Home Show again this year. The WTSN Homeshow continues to be a major event held annually at Dover Arena. The "Royal Lipizzan Stallions" Horse Show performed successfully twice on Friday, November 13 (a temporary floor was put down over the ice); providing an opportunity for area residents to see a World-Class event here at Dover Arena.

The Granite State Stars Junior Hockey team of Dover enjoyed a successful inaugural season at Dover Arena. This team (for 15-19 year olds) competed in the Northeast Junior Hockey League last year, winning the League's playoffs and qualifying for the National Tournament.

Several areas of the Arena were converted to natural gas, which previously used other more expensive energy sources, namely propane, electricity and oil. The Zamboni room heat and hot water, the Snack Bar heat and most appliances were converted so far.

A dehumidifier system was installed last Spring, which will allow for additional ice use during warmer humid months. This system will reduce moisture damage to the facility and eliminate fog and condensation safety concerns.

The Pro Shop was moved to a better location by the front entrance, which has provided greater visibility to patrons and improved control of the facility by the Zamboni driver.

In addressing the indoor air quality at the Arena, it was determined that the best solution would be to eliminate the source of the problem, the gasoline powered Zamboni. A new electric Zamboni was ordered.

The Arena Department is fortunate to have a group of dedicated volunteers who serve on the Arena Commission in an advisory capacity and is appointed by the City Council. There are five Commissioners who serve a five year term, with one seat expiring each year. William Morgan serves as the Chairman; and Thomas Northey serves as the Vice Chairman. Commissioner Raymond Bardwell resigned from the Commission in June of 1993 after serving for many years. Robert Fisher was appointed as a Commissioner by the City Council to fill this vacancy. Debbie DeColfmacker was reappointed for a five year term; and, William Hopkins is the fifth Commissioner.

The Arena Commission normally meets on the third Tuesday of each month at 7:30 PM in the Arena Commission Room. These meetings are open to the public; and, we are always interested in public input about the Arena operation.

In the coming year, the Arena staff will aim to keep the cost of operating in check, while attempting to maximize income through the various revenue producing activities within the Department. This will be a greater challenge than in previous years in light of the economy, but we must succeed.

Respectfully submitted,

Paul J. Chalue
Arena Director

FINANCE DEPARTMENT

Investments

The city invested its available funds mainly in money market accounts at qualified banks during the fiscal year. The rates over the twelve months ranged from a high of 3.36% in July 1992 to a low of 2.50% in May 1993. Rates continued a three year decline halfway through the fiscal year, after which they leveled off.

The table represents a recap of investment income and expense from short term borrowing for the year in comparison to the previous eight years.

The decrease in investment income was due to the decrease in available funds. The decrease in interest expense is attributable to lower rates attained because the city was able to issue bank qualified notes.

See Tax Collection section for related increase in Interest and Penalties revenue on uncollected property taxes.

Fiscal Year	Interest Income	Interest Expense	Net Interest Income(Loss)
1985	388,654	219,667	168,987
1986	373,788	111,067	262,721
1987	344,742	69,941	274,801
1988	388,155	96,815	291,340
1989	488,346	92,160	396,186
1990	663,410	207,650	455,760
1991	495,363	352,457	142,906
1992	376,958	436,458	(59,500)
1993	155,799	381,564	(225,765)
Change 93-92	(221,159)	(54,894)	(166,265)

Borrowings

On December 23, 1992 the City issued the last State guaranteed long term debt related to the Wastewater Treatment Plant in the amount of $450,000. This brings the total issued for the WWTP to $18,250,000. The proceeds of the bond were also used to retire a Bond Anticipation Note (BAN) for $660,000 used during the construction phase. The NIC for the issue was 5.5966% and the bond is payable over nineteen years.

The City issued Tax Anticipation Notes (TANs) on July 2, 1992 for $4,000,000 due June 22, 1993 to cover General Fund operations. $3 million was at a rate of 5.41% and $1 million was at a rate of 4.875%. A second issuance of a TAN occurred on October 5, 1992 for $1,300,000 due June 22, 1993 at a rate of 4.5%. A third TAN was issued on March 11, 1993 for $1,200,000 due June 22, 1993. In addition, a Tax Lien Redemption Notes issue during FY92 for $2,400,000 remained outstanding during the entire fiscal year. The TLR Note matures September 30, 1993.

On June 16, 1993 the City issued a Bond Anticipation Note for the Dover Industrial Development Authority as a rollover over for a previous $1 million BAN and to add moneys for the acquisition and construction of Enterprise Park on Sixth Street. The note was for $1,300,000 due September 30, 1994 at a rate of 4.19%.

Purchasing

The Purchasing Agent cut 386 Purchase orders greater than $1,000 during FY93. The total of Purchase and Change Orders issued during FY93 represents the purchase of $4,250,008 of goods and services.

ACCOUNTING DIVISION

Document and Transaction Volumes

The table reflects various document volumes that occurred during the year. Account Transactions shows the number of general ledger accounting transactions processed on the computer located in the Accounting Division. This includes budgetary, income and expense and balance sheet transactions. This does not include the subsidiary ledger activity for the Property Tax receivable nor the Water and Sewer receivables.

Payable Vouchers is representative of the amount of computer input required for the disbursement function. A Voucher is generally representative of invoices paid with the exception of statement billings and School Department Manifests. It is not representative of the number of checks cut as one check may have multiple vouchers listed.

Payroll Checks represents the number of checks cut to individual employees over the course of the year. One check, however, may require multiple lines of input.

Fiscal Year	Account Transactions	Payable Vouchers	Payroll Checks
1989	50,273	13,562	16,099
1990	53,493	15,580	16,717
1991	56,625	15,725	16,710
1992	65,065	15,326	16,217
1993	63,910	14,624	15,563

TAX COLLECTION DIVISION

The Property Tax Rate for the Tax Year 1992 (FY93) was set at $27.00 per $1,000.00 assessed valuation by the Department of Revenue Administration. This rate is not comparable to previous years due to the establishment of new assessed values.

Tax Rate	TY1992
City	$10.12
County	2.45
School	14.43
Total	$27.00

The total warrant issued to the Tax Collector was for $24,787,634.70, an increase of $558,592.85 or 2.3%. The increase in the warrant was mainly due to a $500,000 appropriation for the Tolend Landfill closure.

Out of the total warrant, $3,300,225 was still outstanding at the year's end on June 30, 1993. This is a decrease in the amount outstanding for the current year's levy of $445,117 or 12.12%. In addition to the amount outstanding from the 1992 levy, an additional $2,210,548 was outstanding for previous levies.

As a result of the higher uncollected property taxes, the City has seen an increase in Interest and Penalties on taxes. The table reflects total outstanding property taxes and the corresponding increase that has occurred in the amount collected for interest and penalties.

@ June 30	Property Taxes Outstanding	Interest & Penalties
1987	1,507,496	135,407
1988	2,088,703	315,838
1989	3,087,116	199,747
1990	5,453,994	342,752
1991	6,441,010	582,766
1992	6,218,310	822,217
1993	5,510,773	809,453

The table reflects the number and amount of Property Tax Liens executed by the Tax Collector. Property Tax Liens are generally executed in August each year for taxes outstanding from the most recent levy. Once a lien is placed against a property, the owner has two years and a day to redeem the taxes owed. If not redeemed the Tax Collector executes a deed to the city for the property.

Fiscal Year	Liens Executed	Amount of Liens
1988	272	456,339
1989	451	888,202
1990	670	1,703,689
1991	944	2,942,304
1992	1,093	3,305,319
1993	1,051	2,946,864

The Tax Collector deeded three properties to the City for unpaid 1989 property taxes. The properties consisted of one residential structure and two parcels of land.

The total number of Motor Vehicle Permits increased slightly for the year by 1.1%. Revenues from the permits, however, increased by 3.9%. This is reflective of an increase in the number of new car registrations.

The Tax Office continued as a Municipal Agent for the State of New Hampshire and issued renewal stickers for registrants. Taking advantage of the service were 11,031 residents, up from 10,969 last year. This service not only provides a time saving convenience to the residents but also results in additional revenue to the City.

Fiscal Year	# of Vehicle Permits	Amount
1988	24,155	1,636,378
1989	25,286	1,691,848
1990	24,188	1,641,653
1991	23,083	1,537,817
1992	22,988	1,482,406
1993	23,254	1,539,922

The reclamation fee is collected at the time of vehicle registration. This resulted in $56,501 being transferred to a trust fund. The fund is used for recycling and disposal of vehicle waste.

TAX ASSESSMENT DIVISION

Revaluation

The main activity in the Assessor's Office for FY93 has been the city wide revaluation ordered by the State of New Hampshire. Informal hearings with taxpayers on the new assessed values began June 16, 1992 and continued through the end of July. An additional ten days of hearings were scheduled in August. During to the hearing process, the Computer Assisted Mass Appraisal (CAMA) system was being installed on the computer. The CAMA system provides the city with the ability to perform periodic valuation updates according to statutory requirements.

The final values as reported to the NH Department of Revenue Administration are reflected in the table. The Fiscal Year 1993 budget contained an appropriation of $998,226 to cover anticipated abatements resulting from the revaluation process. Of this only $497,560 was used, $174,759 being for cases relating to the values from the new revaluation. The increased amount for abatements was reflective of a years.anticipated increase in the number of abatement requests. This was not the case, as the city only received 350 abatement requests, about the same level as prior years.

ASSESSED VALUE - FY93

LAND:	$
Current Use	1,020,600
Residential	230,794,300
Commercial/Industrial	61,481,300
TOTAL LAND	293,296,200
BUILDINGS	
Residential	457,385,700
Manufactured Housing	7,933,200
Commercial/Industrial	154,321,600
Utilities	17,490,900
TOTAL BUILDINGS	637,131,400
TOTAL GROSS VALUE	930,427,600
EXEMPTIONS	
Blind	(360,000)
Elderly	(4,455,000)
Veteran Paraplegic	(308,100)
TOTAL EXEMPTIONS	(5,123,100)
NET TAXABLE VALUE	925,304,500

Elderly Exemptions

Age	$ Before	$ After
65 -75	10,000	20,000
75 -80	15,000	25,000
80 +	20,000	35,000

Due to the increase in assessed values, the elderly and blind exemptions were increased. The blind exemption levels were increased from $15,000 to $30,000. The elderly exemptions were increased according to the table.

TRUSTEES OF THE TRUST FUNDS

Garrison Hill Tower

On December 26, 1912, the city received $7,500 dollars bequeathed by Abbie Martica Sawyer, who died on May 7, 1911. Of the $7,500, $3,000 was for the purpose of constructing an observatory in memory of her late husband Joseph Bowen Sawyer. Another $4,000 of the $7,500 was left for the maintenance of a park on top of Garrison Hill. The final $500 was for the construction of approaches up Garrison Hill from Central Avenue.

An observatory was built by the city in 1913 and stood for many years atop Garrison Hill. The tower fell into disrepair over the years and was finally razed in 1990 by members of the Garrison Hill Park and Tower Committee, a group of volunteers that formed in 1978 with the intent of rebuilding the observatory.

On December 10, 1992 the Trustees released the final $4,000 contribution to the Garrison Hill Park and Tower Committee from the Abbie Sawyer Trust. This brought the total contributions to the Committee from the Sawyer Trust to $20,000. Payments were made per an agreement entered into on March 30, 1990 between the Trustees and the Committee. The agreement contributed the money for the purchase of the steel by the Committee for the new tower. The agreement also contained a reimbursement clause for 50% of any fund raising done by the Committee in excess of $10,000. The purpose of the reimbursement clause was to provide future maintenance money in the Sawyer Trust for the tower and the park.

The tower reconstruction was realized in the summer of 1993 by the Garrison Hill Park and Tower Committee. The new tower is based on the plans from the original tower. The tower provides fabulous views of the surrounding country side. An official reopening is being planned for next year by the Committee.

Vehicle Reclamation Fund

The vehicle reclamation fund spent $38,854 for various recycling and waste disposal activity. Included in this amount is $18,290 spent for an additional Hazardous Waste Day within the city. The State participated in the cost of the Hazardous Waste Day through a grant. The city's share of the grant was $6,260.

Portfolio

Moneys left to the city in trust are held in common trust investments made or held by the Trustees of the Trust Funds. As of June 30, 1993 the total portfolio of investments held in common totaled $1,106,922.18 on a cost basis. The market value of the portfolio was $1,160,090.49, representing an unrealized net gain of $53,168.31. For Fiscal Year 1993 the total return of these investments was 12.1%. As of June 30, 1993, 63% of the portfolio was invested in various mutual funds with different investment objectives, 15% in money market funds, 13% was invested in utility bonds and 9% was invested in a US Treasury Note. In addition to the common investments, the Trustees held the capital reserve funds for the Water and Sewer Funds of the city. The funds are for use in replacing assets of the respective funds for items identified by the City Council within the six year Capital Improvement Plan. As of June 30, 1993, the balances of the two reserves were $71,960 and $340,531 respectively. The funds were kept in deposits at a savings bank during the year.

Respectfully submitted,

Jeff Harrington
Finance Director

City of Dover Fire & Rescue

Muncipal Building • 288 Central Avenue
Dover, New Hampshire 03820-4169
Tel. (603) 742-4646 • Fax. (603) 742-6146
ICHIEFS: DOVERFIRENH



It is a genuine privilege to present to the citizens of Dover the 1993 Annual Report of the City of Dover Fire & Rescue Service and Emergency Management Office. The report reflects the accomplishments and challenges of the departments' during the fiscal year 1992/93. Considering the results and challenges of the current and previous years, one could gain a greater sense of the high quality and dedication of the members of our services.

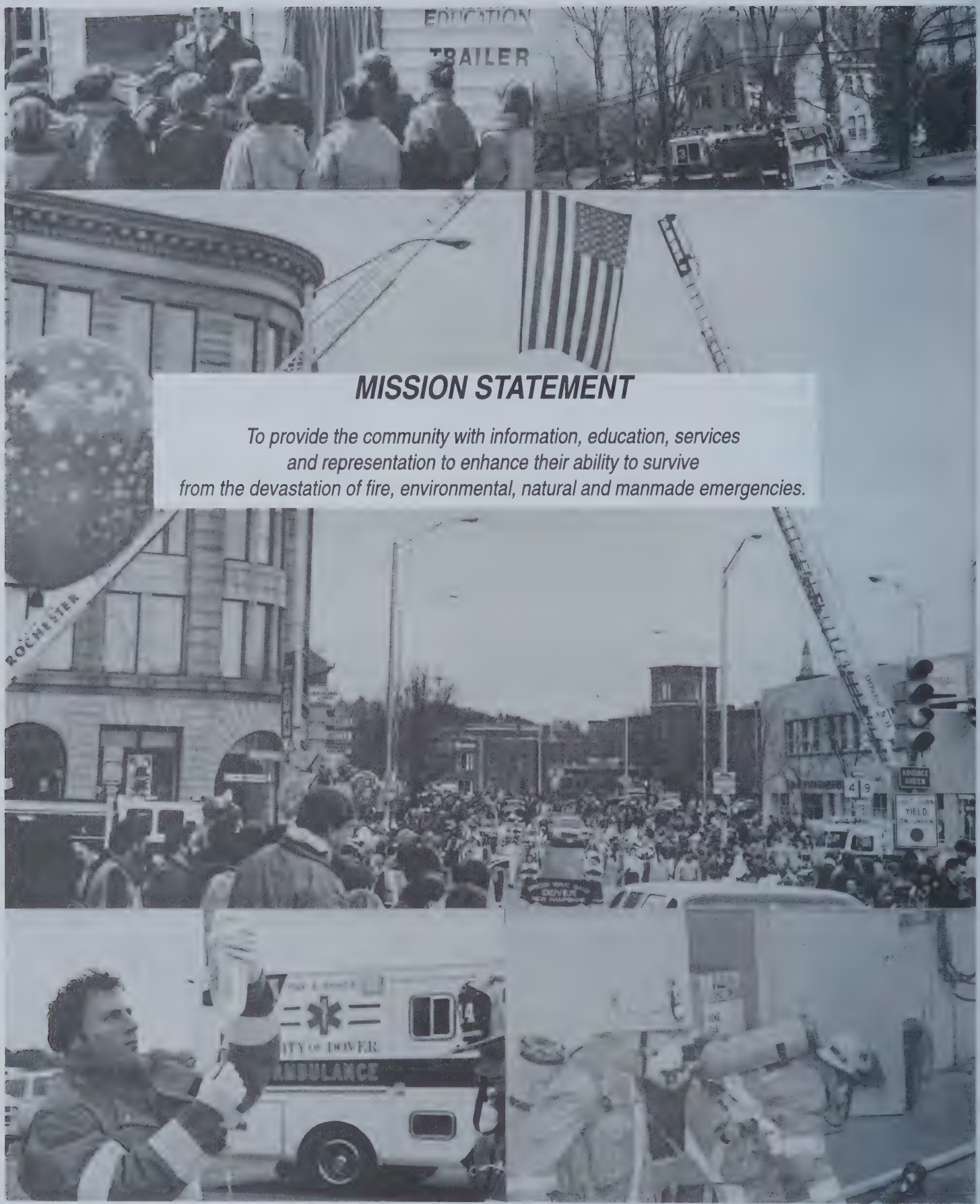
During this period, the Operations/Training Division and Fire Prevention Bureau were faced with vacancies on many occasions, yet they rallied to successfully accomplish almost all their goals while completing some unplanned priority assignments. While the workload has been extraordinary, so has the heart with which our personnel have accomplished the achievements listed in this report.

Through the dedication and determination of the men and women of the Fire & Rescue Service, we have been able to provide a high quality, lifesaving service to the citizens it serves. For this reason, I have included in the report a picture of each employee to afford the reader an opportunity to see who the people are who serve them so well.

It is my goal as Chief of the Fire & Rescue Service and Director of Emergency Management that this same tradition for quality and excellence continue through the 1990's and into the next century.

Respectfully submitted,

David F. Bibber, Chief
City of Dover Fire & Rescue



MISSION STATEMENT

To provide the community with information, education, services and representation to enhance their ability to survive from the devastation of fire, environmental, natural and manmade emergencies.

INTRODUCTION

This year brought a year of many challenges that were met head on with pride and determination by the members of the City of Dover Fire & Rescue Service.

The variety of services provided by the city's Fire & Rescue Service included fire suppression, rescue and hazardous materials incident management, reducing risk potential, disaster preparadness and management, emergency medical services, as well as a substantial amount of non-emergency public services. The major challenge of "doing more with less" while dealing with an increase in regulatory requirements and demand for services was felt dramatically department wide.

The City of Dover is home for over 28,000 citizens with a workday population of significantly more. This same area has a property valuation of nearly 904 million dollars. During fiscal year 1993, our suppression forces responded to 3230 calls for assistance while the Bureau of Fire Prevention experienced a 29% decrease in activity.

The department is comprised of specialized divisions which work in concert to provide all facets of fire service; from Public Education to Arson Investigation, from Advanced Pre-hospital Life Support to citizen CPR training, to firefighting and rescue, to a smoke detector installation program. In order to respond quickly, it is imperative that the apparatus fleet be kept at a level which ensures dependability. Of course, upgrading skills to keep pace with increasing technology is critical to maintenance of the high standards established by the department, i.e., hazardous materials incidents and emergency medical calls. This is accomplished through ongoing classes held in-house by the department's training division.

THE OFFICE OF THE FIRE CHIEF



Sharon Hall
Office Manager
14 Years

The Office of the Fire Chief is comprised of the Fire Chief as well as an Office Manager. With a budget in excess of 1.8 million dollars and an organization of 46 full time employees and 3 part-time employees, the office was again extremely busy in keeping pace with all facets of the department's needs, which includes serving as the city's Emergency Management Director, State Forest Warden, Fire Marshal, as well as Incident Commander during a large emergency.

The Office of the Fire Chief, with assistance from the department's Operations Division, performs the administrative record keeping functions and serves as the centralized budget administrator. In addition to these functions, this office is responsible for researching and planning operational improvements, information management and data services, planning, budget preparation, payroll, accounts payable and financial management.

SUPPRESSION
Shift Commanders



Raymond Talon
Deputy Chief
20 Years



Laurent Masse
Deputy Chief
19 Years



CENTRAL FIRE STATION
9-11 BROADWAY
BUILT 1899

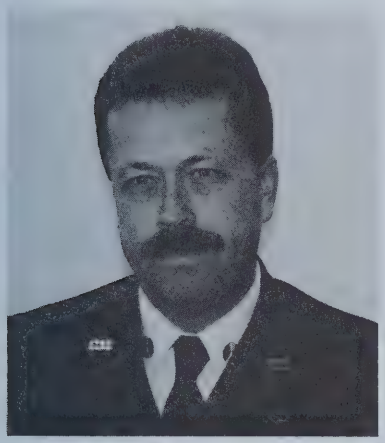


David Keeler
Captain
15 Years



David McLean
Captain
13 Years

SUPPRESSION
Station Lieutenants



Neil Courtney
Lieutenant
15 Years



Richard Driscoll
Lieutenant
12 Years



SOUTH END FIRE STATION
DURHAM ROAD
BUILT 1967



Bernice Sullivan
Lieutenant
11 Years



Joseph Fortier
Lieutenant
9 Years

OPERATIONS DIVISION



Lon Cheney
Assistant Chief
21 Years

As a member of the top management team, the Assistant Chief in charge of Operations is responsible for policy development and ultimately manages all the department's operational and line functions.

These functions include the Firefighting, Rescue, Training as well as Emergency Medical Services sections of the department. The Operations Division's responsibilities are directly related to saving lives and property within the community and providing the training required to safely carry out these tasks.

The fiscal impact of budgetary constraints resulted in an organizational realignment of the department's Operations Division.

This realignment transferred the Training Officer back to shift, which offered an additional challenge to the Division, as his responsibilities were shifted to the Operation's Captain.

One of the larger projects that was undertaken by the Operations Division was a new employee entrance exam. The Division coordinated and conducted an entrance exam which includes a written as well as a physical exam. The testing process is very complex, however, this year's process was enhanced by a new written exam. This new exam provided numerous advantages over the past exams, which included a more validated exam, heightened department image and quicker test results as well as assurance of fairness for all candidates. This decreases the risk of litigation.

The Operations Division continues to be extremely creative and flexible in their pursuit to eliminate station closures. They fill vacancies, schedule floaters, manage employees time off as well as develop creative schedules to ensure the city is adequately protected night and day. The floater program continues to be beneficial financially; however, this program is extremely time consuming to manage. Staff Officers volunteered to work irregular hours to cover many shift vacancies. Although hundreds of shifts were covered, many hours of work were neglected. The Division continues to juggle the needs of the city's fire protection and departmental litigation protection.

The Operations Division will continue to expand its productivity and training activities in the coming year. This Division has sustained an excellent level of service to the public by stopping the spread of fire, rescuing victims and saving countless lives through the department's emergency medical services and firefighting work.

Each Shift Officer has a special responsibility assigned to them. Each assignment is overseen by the Operations Division. Below is a list of just a few of the accomplishments pursuant to these assignments:

* Testing of over 19,000 feet of hose annually.
* Regular maintenance and service on small tools and equipment.
* Uniform and protective clothing management & research.
* Testing of all ground ladders annually.
* Administration and training of the call force.
* SCBA testing and maintenance.

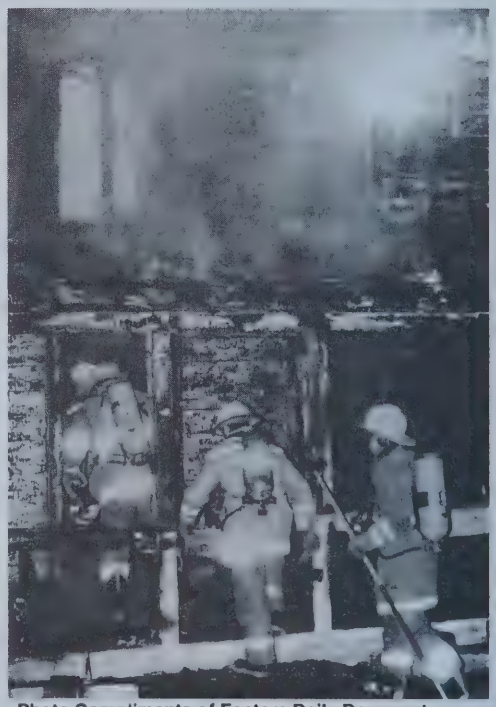


Photo Compliments of Fosters Daily Democrat

TRAINING HOURS



David Duquette
Lieutenant
10 Years

TRAINING HOURS

	FY 92	FY 93
Day training hours	7,813	8,214
Night training hours	4,075	4,635
Outside training hours	2,225	1,063
Total Hours	**14,113**	**13,912**

Although this year's training hours show a decrease in overall hours, the department shows an increase in on-duty training hours across the board. A 32% decrease in staff development (over the past two years) funding is responsible for the decrease in outside training. This is unfortunate due to the overwhelming value of outside training and is a trend the department hopes to reverse as soon as the hard financial times lessen.

Through the efforts of the Training Officer and the cooperation and help of many dedicated officers and firefighters, the department continues to achieve a high level of knowledge and "hands on" training needed to keep current in the 1990's.

PHYSICAL FITNESS

For the past 13 years, all employees work out on a daily basis and receive physical fitness testing biannually. In response to a request for budget cuts, the department's physical training program was altered to allow employees to work out at each station rather than going to the Dover High School track. To make this transition, additional equipment had to be purchased; however, the saving in fuel and related costs paid for the equipment in the first year. This program continues to ensure each and every uniformed employee is fit and ready to do the job when called upon. Physical fitness is mandatory in a profession that requires employees to go from a normal heart rate to a peak workout performance in a matter of minutes. It's not just a matter of fitness, it's a matter of life and death. If an employee goes down at the scene of an incident with a heart attack, then he will be lost to the department and to his family; however, the ramifications may be much greater as he/she may be the person who is rescuing a citizen from danger. The City of Dover Fire & Rescue Service owes it to each and every employee as well as each and every citizen to continue its strong stand on physical fitness. A life may depend on it.



VEHICLE MAINTENANCE



Most of the department's vehicle maintenance is performed by a private contractor. Under our new organizational system, the Captain of Operations is responsible to ensure all vehicles in the department's 2 million dollar fleet are adequately maintained. This task is a difficult one considering the age of our fleet. In order to respond quickly, it is imperative that the apparatus fleet be kept at a level which ensures dependability. The older a fleet gets, the more time it takes to manage it.

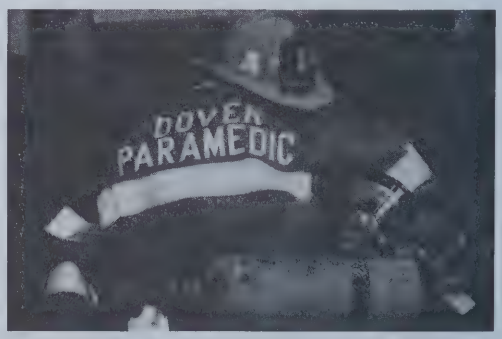
BREATHING APPARATUS REPAIR

The most important piece of a firefighters' protective ensemble is their breathing apparatus; it is their lifeline. The self contained breathing apparatus is maintained by two firefighters who are specially trained technicians. The extraordinary effort put forth by these individuals saves the city thousands of dollars in repair costs annually.



PROTECTIVE CLOTHING

The department has finally completed the upgrading and replacing of its protective clothing. The new modern protective clothing provides for an increased protection of our personnel as well as greater efficiency for the combat crews. This has been a lengthy four year project and it is a pleasure to report that it is completed.





Ronald Kinnison
Firefighter
20 Years



Mark Ladrie
Firefighter\Engineer
19 Years



Douglas Conway
Firefighter/Engineer
16 Years

DEPARTMENTAL COMMITTEES

Several department committees continue to provide valuable input for the department's operations. These committees address such issues as national safety and operations standards, protective clothing, self contained breathing apparatus, employee physical training as well as hazardous materials.

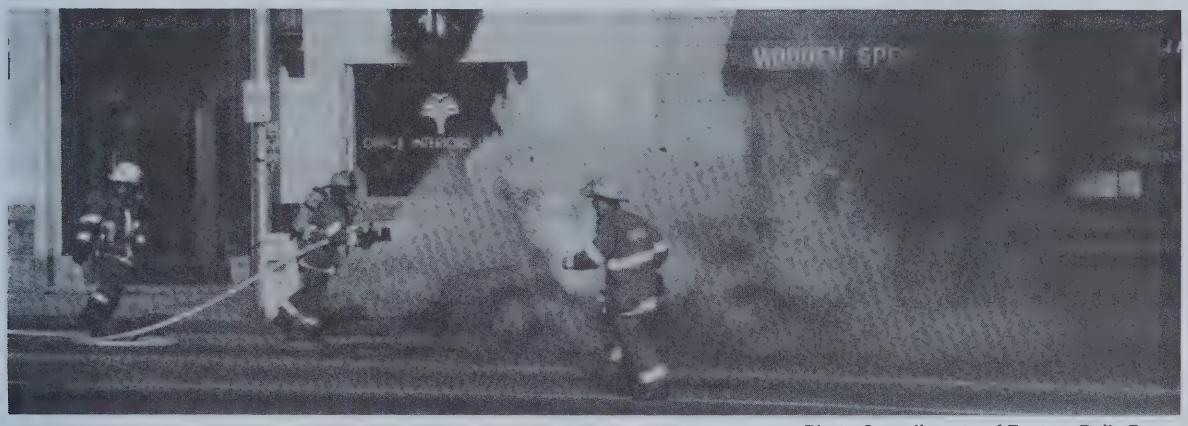


Photo Compliments of Fosters Daily Democrat

SAFETY COMMITTEE

Monthly safety meetings were held during the year to enforce the importance of constant awareness and safe practices during emergency responses and day-to-day activities. The department's Safety Committee is comprised of two members of Firefighters Local 1312, two members of Fire Officers Local 2909 as well as a representative from the Fire Chief's Office. The following is an overview of issues the Safety Committee addressed this past year:

* Investigated all accidents and made recommendations.
* Reviewed Standard Operating Procedures and made safety recommendations.
* Performed monthly inspections of all facilities and reported safety hazards.
* Reviewed practical training evolutions to ensure safe practices.
* Submitted recommendations to the Chief for budgetary safety items.
* Maintained "Quality Control" over protective breathing equipment.

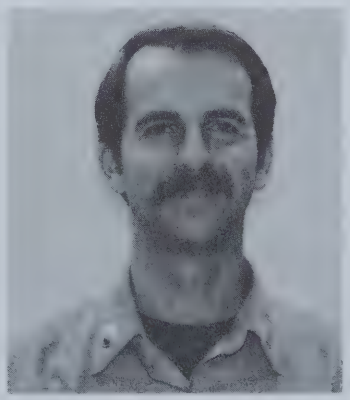
Last but not least, this committee promoted safety department-wide through their existence, posters, informational letters, open door suggestions and concise internal communications.



Alan Babel
Firefighter/Engineer
15 Years



David Nicol
Firefighter/Engineer
14 Years



Michael Surdukowski
Firefighter/Engineer
13 Years

EMERGENCY MEDICAL SERVICES



Perry Plummer
Captain
7 Years

The city's Emergency Medical Services are managed by the Captain of the Operations Division. This section of the Operations Division continues to lead the way by doing more with less.

The EMS section is charged with the responsibility to reduce the incidence of death and disability by providing prompt and effective pre-hospital emergency medical treatment and transportation to victims of illness or injuries in the City of Dover. The city's demand for emergency medical services continues to increase as the department responded to an all-time high of 1408 calls for medical assistance.

EMS CERTIFICATIONS

Certified in E.O.A.	40	94%
EMT-D (Defibrillation)	32	75%
IV Maintenance	40	94%
EMT-I (IV Certified)	15	35%
EMT-I (Drug Certified)	10	23%
Paramedics	4	10%

BACKGROUND

Fourteen years ago, then the Dover Fire Department, acquired the ambulance service from the Police Department. This was done with an old Cadillac station wagon, a handful of EMT's and a "vision." This vision was quickly transformed into a commitment.

This "vision" began with a dream to provide quality emergency medical services to the citizens of Dover. We have realized our vision many times over and feel providing quality service is no longer good enough. In lieu of this, we continue to be aggressively pro-active in our pursuit of the ultimate EMS system.

The City of Dover currently has 43 full time and 3 part time uniformed employees with 43 of them certified as EMT or above. We operate two ambulances which respond to approximately 2,400 calls for service annually. These calls range from a dramatic rescue and resuscitation of an infant from a fire to the on-scene delivery of a breached birth. With few exceptions, all our calls have one thing in common- the caller needs help. They know when they call the fire department, we will respond, 24 hours a day, 7 days a week, 365 days a year.

The ability of responding personnel to stabilize patients at the scene varies with the level of system preparedness and provider training. It is widely recognized in medical circles and validated by several studies that advanced life support (ALS) treatment has a dramatic effect on morbidity and mortality rates when compared to lower levels of care. In heart attack cases for example, studies have shown that when a fire department first responder reaches a victim within 4 minutes and ALS is initiated within 8 minutes, survival rates are greatly increased, all of which our service currently provides on a regular basis.

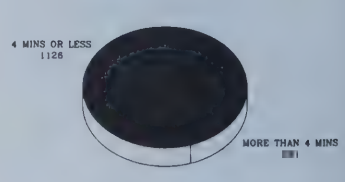
These studies also indicated, whether or not ALS equipment is available, that the training of EMS personnel plays a large part in determining the victim's potential for recovery, length of hospital stay and total rehabilitation time.

Our personnel continue to advance their medical certification levels for the fifth straight year, which enables us to provide an ever-increasing level of care for the citizens of Dover.

RESCUE RESPONSES
MEDICAL AID vs NON-MEDICAL AID



MEDICAL AID
RESPONSE TIMES



REFRESHER TRAINING

Every year, personnel are required to attend numerous hours of EMS refresher training and this year was no exception; however, this year the National Registry of Emergency Medical Technicians has recently doubled the required hours of continuing education needed for recertification. The following represents minimum requirements to recertify biannually:

REFRESHER HOURS

EMT-Basic	48 hours
EMT-D	58 hours
EMT-Intermediate	70 hours
EMT-Paramedic	94 hours

Although these numbers represent the required hours to recertify, all employees receive many additional hours in order to keep their skills at the high standard level the hospital and the department requires. In addition to these hours, personnel are required to successfully complete a State written exam and a multi-station practical exam.

ADVANCED LIFE SUPPORT TRAINING

The EMS section continues to make the commitment to host "Advanced Life Support" training. This year the department hosted a number of classes which included refreshers for EMT- Basic's, EMT-D's, EMT-Intermediate's. By hosting these classes and charging a fee to the visiting students, the department is able to certify more of its personnel at no cost to the city. That would not have been possible with the current fiscal budget. The overall savings to the city was $2,800.



Through the diligent work as well as an overwhelming commitment by our rank and file, we currently have enough EMT-Intermediates to provide Advanced Life Support to our residents 24 hours a day, 7 days a week. Prior to this, we were providing this level of care on an "as available" level.

Although we were able to provide this training without a tuition charge, most of the classes were attended while personnel were off-duty. This means they came back on their own time without any compensation from the department. Without their willingness and spirit of cooperation, this department would not have been successful in reaching this goal. These men are to be commended for their efforts, for they are committed to serving the City of Dover. Recently 10 of our EMT-Intermediate's have been certified to administer certain life saving medications in the field.



Patrick Ahearn
Firefighter
13 Years



Wayne Stevens
Firefighter/Engineer
9 Years



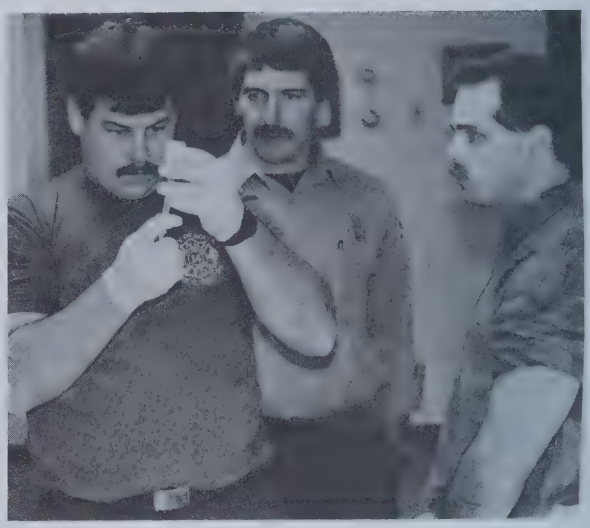
Donald McCullough
Firefighter
9 Years

PARAMEDIC CARE

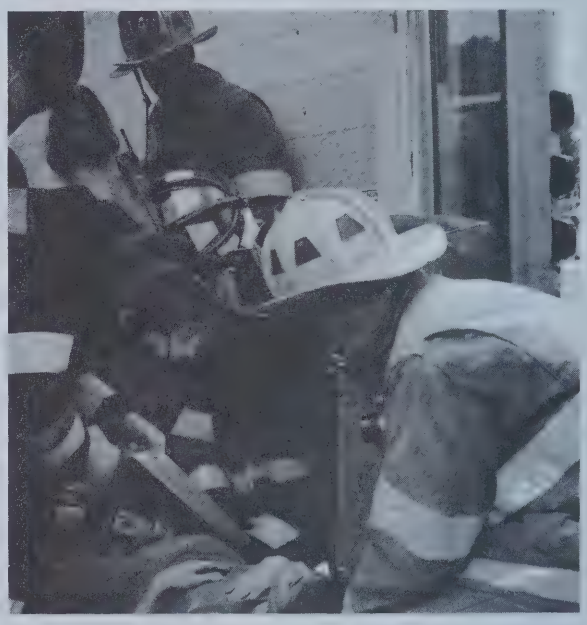
In November, we were able to bring the ultimate in emergency medical care to the citizens of Dover as we went on-line with Paramedics.

The Paramedics have been trained and are certified to perform the following:

* Administration of intravenous and subcutaneous medications.
* Defibrillation, synchronized cardioversion.
* Endotracheal intubation.
* Veno puncture cannulation and intravenous therapy.
* Intraosseous infusions.
* Chest decompression.
* Cardiac dysrhythmia recognition and treatment.
* Respiratory nebulizer treatments.



Paramedics and EMT-Intermediates operate under the direction of physicians at the respective medical control facility as a team with whom they are in constant communication. This is done via two way radio and/or phone directly to the physician in charge of the patient's management.



In spite of the differences in training and the variety of labels applied to our Emergency Medical Technicians with training beyond the basic level, all EMT's have two things in common: They are all professionals and are committed to the citizens of Dover.

During cardiac arrests, there is a "Chain of Survival," which begins with citizen/bystander CPR, continues with prompt EMS response and through cardiac defibrillation to Advanced Life Support and efficient transfer to the nearest hospital's emergency department. Each and every link of this chain greatly increases the chance of survival. The City of Dover Fire & Rescue Service continues to build on every link to make this chain strong within this city.



John Stumpff
Firefighter/Engineer
9 Years



James Ormond
Firefighter
8 Years



Dennis Ireland
Firefighter
8 Years

AMBULANCE SERVICE AS A BUSINESS

There are many communities throughout the country that do not look at their ambulance service as a business, therefore, it is not run like one. Rest assured that the City of Dover Fire & Rescue Service does consider ambulance service as a business and therefore administers it as a business. Pursuant to this philosophy, the service remains extremely cost-effective.

For the third straight year, ambulance revenues far exceeded estimated income. This fiscal year, a total of $125,950 has been collected. This represents an increase of $25,507 over the $100,443 that was collected last year, as well as an increase in revenue of over 200% in three years. The increase in calls and billables increases the billing workload. All ambulance billing continues to be done within the fire department by the Office Manager and as you can see, she does an extraordinary job.

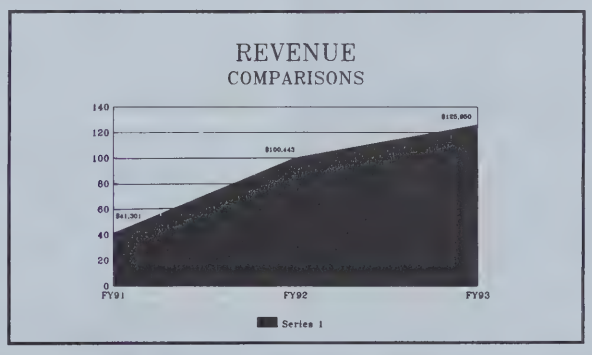
AMBULANCE BILLING COLLECTION REPORT

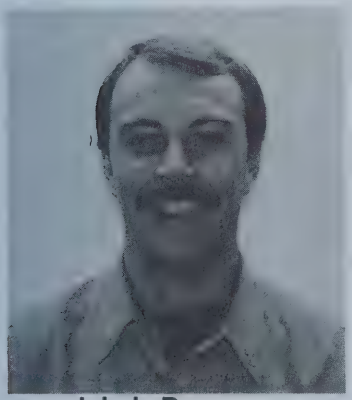
	FY 92	FY 93
PATIENT TRNSPTED:	1,045	1,164
AMOUNT BILLED:	$146,777	$189,140
ADJUSTMENTS:	$5,204	$173
AMOUNT PAID:	$100,443	$125,950
AMOUNT OWED:	$46,336	$63,017
BLS BASE CHARGES:	$104,500	$107,098
BLS MILEAGE CHARGES:	$9,265	$10,027
ALS BASE CHARGES:	0	$16,632
ALS MILEAGE CHARGES:	0	$1,377
TRANSFERS:	0	$4,300
OXYGEN:	$14,910	$17,010
EO AIRWAY:	$628	$575
MAST TROUSERS:	$90	$180
IV DRUG:	$5,744	$12,628
CARDIAC MONITOR:	$11,275	$18,720
DEFIBRILLATION:	$367	$423

Although our collection rate of 67% is currently down slightly from the expected 70%, we expect another 3% to 4% to be collected in the near future. This coupled, with more Americans out of work and losing their insurance benefits, accounts for a temporary decrease in the collection rate.

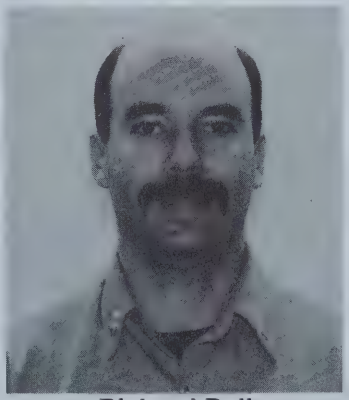
The ambulance rates that are currently charged to the users of the service are considered as "middle of the road" charges and are less expensive than any other full time service providing the same level of care. All rates are based on Medicare rates.

A recent report published from the City Manager's Office indicated that the Fire & Rescue Service ambulance has one of if not the lowest, cost per capita in the state. This is something the department takes great pride in.





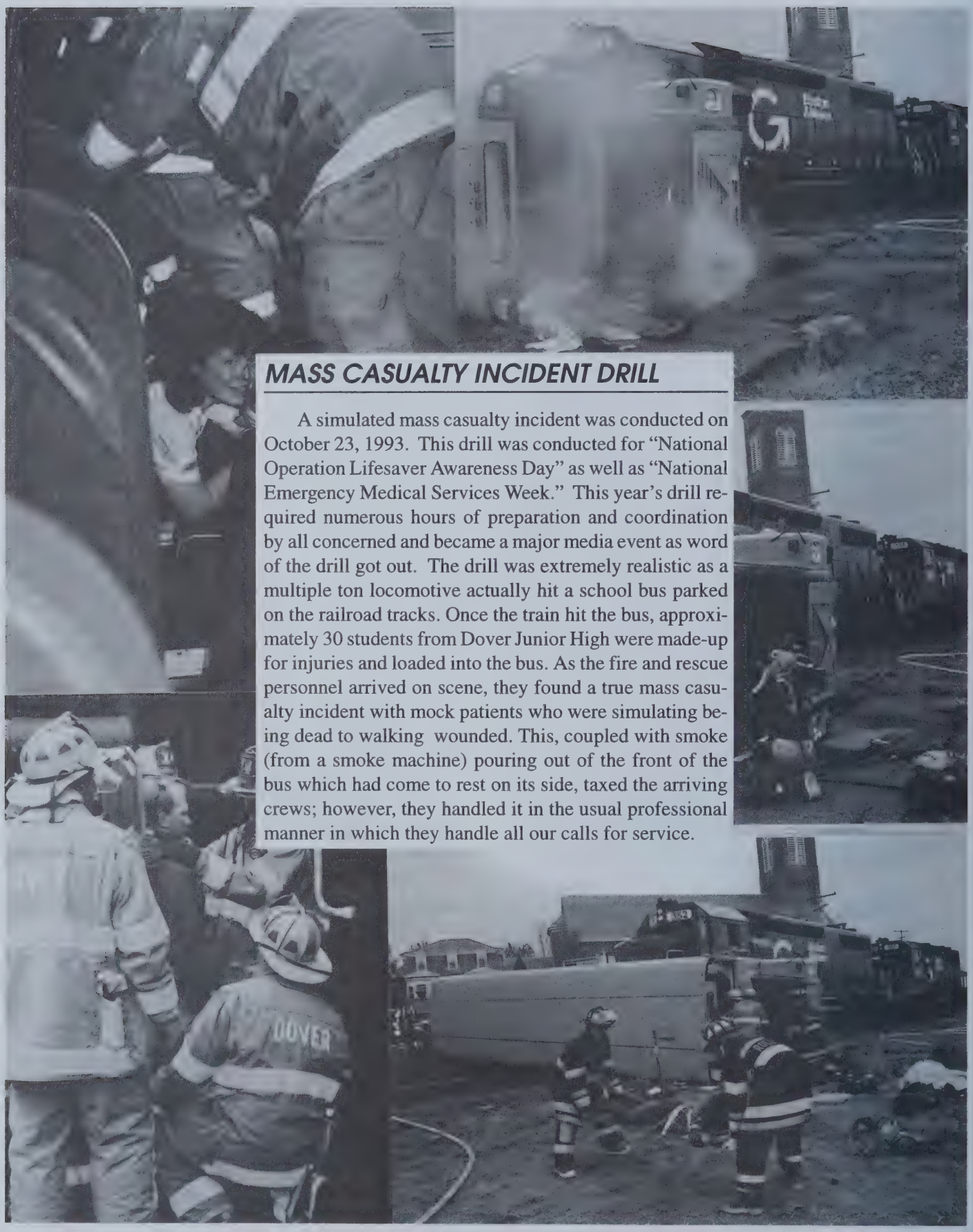
Jaimie Donovan
Firefighter
7 Years



Richard Bell
Firefighter/Engineer
6 Years



Eric Hagman
Firefighter/Engineer
6 Years

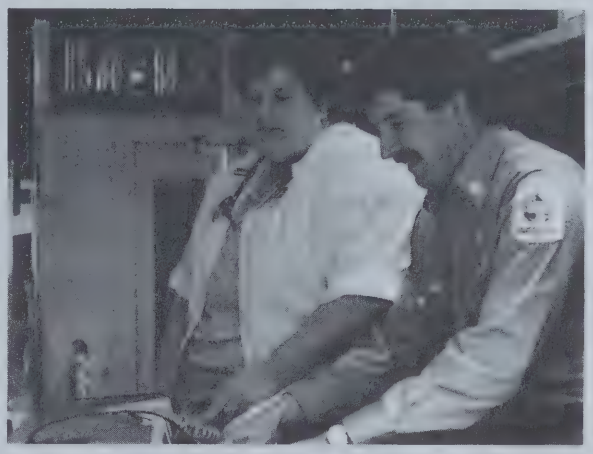


MASS CASUALTY INCIDENT DRILL

A simulated mass casualty incident was conducted on October 23, 1993. This drill was conducted for "National Operation Lifesaver Awareness Day" as well as "National Emergency Medical Services Week." This year's drill required numerous hours of preparation and coordination by all concerned and became a major media event as word of the drill got out. The drill was extremely realistic as a multiple ton locomotive actually hit a school bus parked on the railroad tracks. Once the train hit the bus, approximately 30 students from Dover Junior High were made-up for injuries and loaded into the bus. As the fire and rescue personnel arrived on scene, they found a true mass casualty incident with mock patients who were simulating being dead to walking wounded. This, coupled with smoke (from a smoke machine) pouring out of the front of the bus which had come to rest on its side, taxed the arriving crews; however, they handled it in the usual professional manner in which they handle all our calls for service.

NURSE/DISPATCHER RIDER

The City of Dover Fire & Rescue Service and Wentworth-Douglass Hospital continued our "Nurse Rider" program this year. As in the past year, this program provides the opportunity for the nurses at W.D.H. Emergency Department to become familiar with our operations. This also allows our personnel to become acquainted with the staff at W.D.H. with whom we work closely. In addition to this "Nurse Rider" program, we instituted a rider program for new and existing dispatchers. This is working extremely well and should enhance an already good working relationship with the combined dispatch center.



CITIZEN CPR



The request for training from the community still remains extremely high. The community continues to recognize the expertise that we hold and are turning to us for basic life support training, such as Cardiopulmonary Resuscitation (CPR). This department recognizes that early bystander intervention saves lives and over the past year, we have presented CPR classes to 110 civilians from the community, city employees and private industry.

QUALITY ASSURANCE

Over the past year, our staff has met with Wentworth-Douglass Hospital to institute policies and/or programs to assure the highest level of care possible. These quality assurance programs are the key to litigation prevention by identifying and correcting system flaws before they result in injury.



Mark Rutherford
Firefighter/Engineer
6 Years



Christopher DeWolf
Firefighter
6 Years



David Estee
Firefighter
5 Years

DOVER HOUSE HEALTH CARE

The pure nature of the Fire Service is public service. When a citizen needs help, the City of Dover Fire & Rescue Service will respond, no matter how small or how large the problem. Recently the department responded to a call for help from a local business that found themselves without an ambulance transport service. After numerous discussions and lengthy research, we came together to keep a good neighbor in Dover. It has been a very successful relationship, as it has helped a Dover business and generated revenue for the city's general fund.



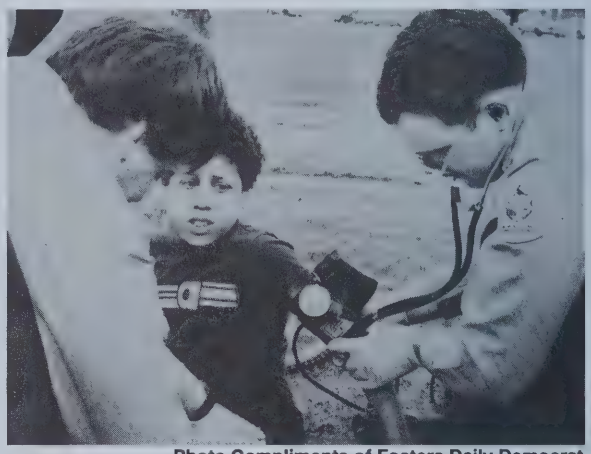


Photo Compliments of Fosters Daily Democrat

SUMMARY

Dover Fire & Rescue has increased the quality of care that it provides to the citizens of Dover, year after year. This increase did not come without a price. The price was hard work, continuous training and a commitment of numerous hours by the overall department and the EMT's involved.

Emergency Medical Services across the United States face many special challenges in providing effective training and continuing education for emergency care personnel. Through pro-active training programs, we can meet these challenges and save more lives and reduce suffering.

The City of Dover Fire & Rescue Service is caring for and caring about the citizens of Dover, yesterday, today and tomorrow.



Kenneth Brennan
Firefighter/Engineer
5 Years



Steven Lesniak
Firefighter/Engineer
4 Years

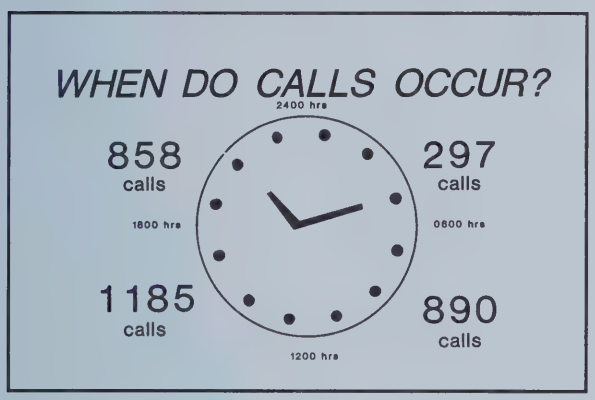


Jody Provencher
Firefighter
3 Years

SUPPRESSION

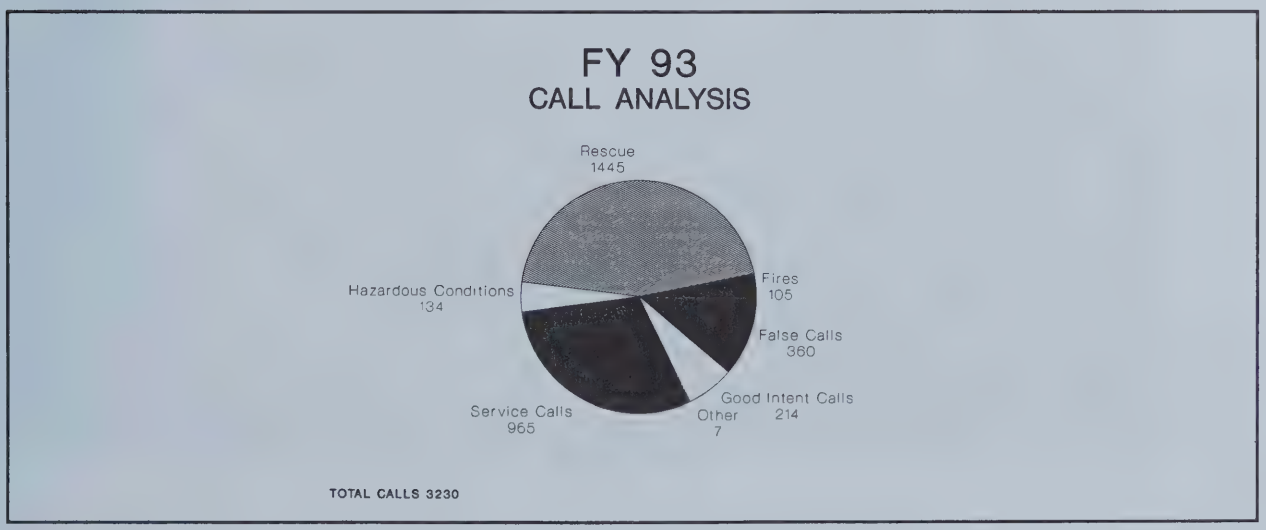
During FY93, the City of Dover Fire & Rescue Service responded to 3230 calls for service.

Through an analysis of the department's fire incident reporting system, it was determined that this fiscal year proved to be a slightly above average year for fire losses. The above average dollar loss for this year was a result of seven single family homes sustaining major fire damage. More importantly though, there were no fire deaths and only three very minor injuries to civilians resulting from a house fire last Spring. In all, there was a total of 46 building fires with an estimated $621,250 lost. However, the total value of property experiencing a building fire was $47,911,800. There were 21 motor vehicle fires, which resulted in $27,950 in fire losses and 38 other fires with a loss of $1,400. The total analysis being 105 fires resulting in $650,600 in estimated losses.



The city continues to be protected by at least 9 on-duty firefighters, 7 days a week, 24 hours a day, 365 days a year. The department is manned by four shifts. Each shift works two 10 hour days followed by two 14 hour nights. During the 42 hour shift, there are a variety of projects that the personnel work on which keep them and their equipment ready to respond to life-threatening situations. These programs include training, equipment maintenance, fire prevention inspections and pre-fire planning. Assistance is also provided for public education programs, which includes activities around the city as well as in the fire station itself, such as tours.

Personnel are assigned between the two fire stations manning 2 Engine Companies, 1 Truck Company (1 man), and 1 Rescue (ambulance). In addition to these front line pieces, the on- duty personnel "cross man" 1 Squad, Rescue 2 (second ambulance), and the Forestry unit. The additional fleet is in reserve, which is used during multiple and/or larger incidents (manned by off duty personnel returning to the station) as well as put in front line when our front line equipment is in for repair.





HOUSE FIRE
March 31, 1992 - 18 Horne Street
Situation: Multi-Alarm Fire
Elderly woman rescued from second floor apartment
Damage: $85,000
Cause: Undetermined

HOUSE FIRE
July 25, 1992 - 20 Littleworth Road
Situation: Multi-Alarm Fire
Damage: $150,000
Cause: Accidental

HOUSE FIRE
December 6, 1992 - 21 Shawnee Lane
Situation: Single Alarm Fire
Damage: $80,000
Cause: Woodstove

HOUSE FIRE
January 10, 1993 - 68 Back River Road
Situation: Single Alarm Fire
Damage: $75,000
Cause: Electrical

HOUSE FIRE
January 13, 1993 - 66 Grove Street
Situation: Single Alarm Fire
Damage: $50,000
Cause: Accidental

HOUSE FIRE
February 5, 1993 - 50 Back River Road
Situation: Single Alarm Fire
Damage: $50,000
Cause: Arson



HAZARDOUS MATERIALS

Hazardous material response, although seemingly small in call volume, continues to tax our departmental resources. The technical training of personnel is both extremely time- consuming and expensive. The equipment required to protect the citizens of Dover as well as our own personnel offers a major financial commitment. It is expected that will continue to increase at a dramatic rate, further taxing our resources.



Photo Compliments of Fosters Daily Democrat



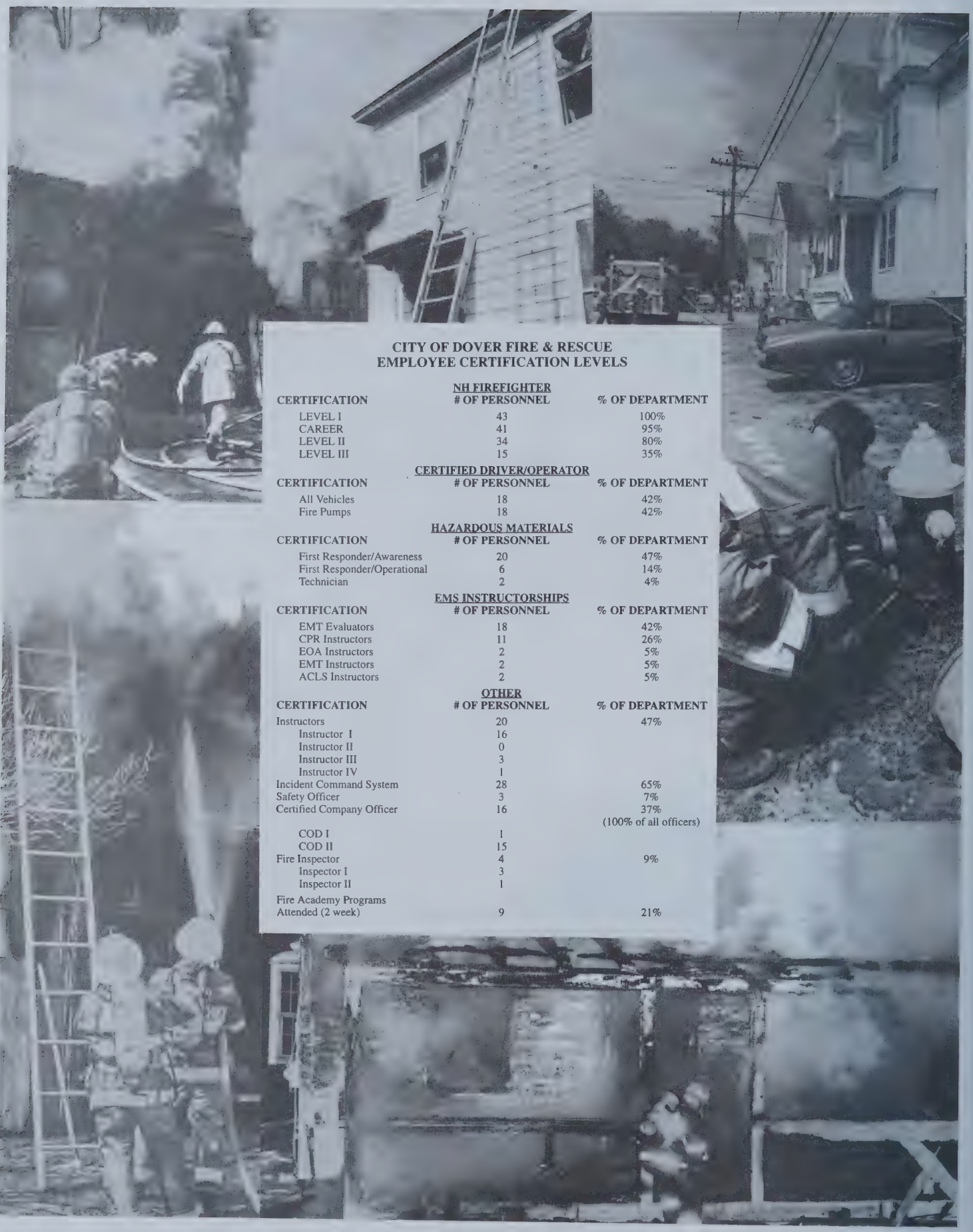
Mark Tonnesen
Firefighter
3 Years



Mike Beirne
Firefighter
3 Years



Jeffrey Liporto
Firefighter
2 Years



CITY OF DOVER FIRE & RESCUE
EMPLOYEE CERTIFICATION LEVELS

NH FIREFIGHTER

CERTIFICATION	# OF PERSONNEL	% OF DEPARTMENT
LEVEL I	43	100%
CAREER	41	95%
LEVEL II	34	80%
LEVEL III	15	35%

CERTIFIED DRIVER/OPERATOR

CERTIFICATION	# OF PERSONNEL	% OF DEPARTMENT
All Vehicles	18	42%
Fire Pumps	18	42%

HAZARDOUS MATERIALS

CERTIFICATION	# OF PERSONNEL	% OF DEPARTMENT
First Responder/Awareness	20	47%
First Responder/Operational	6	14%
Technician	2	4%

EMS INSTRUCTORSHIPS

CERTIFICATION	# OF PERSONNEL	% OF DEPARTMENT
EMT Evaluators	18	42%
CPR Instructors	11	26%
EOA Instructors	2	5%
EMT Instructors	2	5%
ACLS Instructors	2	5%

OTHER

CERTIFICATION	# OF PERSONNEL	% OF DEPARTMENT
Instructors	20	47%
Instructor I	16	
Instructor II	0	
Instructor III	3	
Instructor IV	1	
Incident Command System	28	65%
Safety Officer	3	7%
Certified Company Officer	16	37% (100% of all officers)
COD I	1	
COD II	15	
Fire Inspector	4	9%
Inspector I	3	
Inspector II	1	
Fire Academy Programs Attended (2 week)	9	21%

BUREAU OF FIRE PREVENTION



Ronald Clymer
Assistant Chief
7 Years

As a member of the top management team, the Assistant Chief in charge of Fire Prevention is responsible for the administration and functional areas of the Bureau of Fire Prevention.

The goal of the Fire Prevention Bureau is to maintain a fire safe environment for the City of Dover and its citizens. This goal is accomplished through the following functional areas within the Bureau: fire prevention, enforcement of fire codes and ordinances, fire investigation, pre-construction planning and permitting, property inspection, evaluating built-in fire protection, public fire education and program analysis.

Despite cutbacks in personnel and fire prevention activities, all major target hazards within the city were inspected. Such occupancies include schools, day care centers, hospitals, large multi-unit residential buildings, etc. In addition, all requests for fire protection technical service information, certificate of occupancy inspections, assembly permit inspections, day care licensing inspections and foster care inspections were conducted and delivered in a timely manner to accommodate the needs of the public. This is an accomplishment that we are proud of. However, the flip side of this is that the on-site inspection program, which is recognizably the backbone of any fire prevention effort, has been drastically reduced. It is our hope that through the implementation of the suggestions outlined in the Cost Containment Study, this decline in the on-site inspection program will be reversed and the program will return to previous years activity levels.

SHIFT ASSISTANCE

Fire suppression personnel assist the Bureau in many of it's activities. In addition to completing fire and life safety inspections of commercial and residential occupancies, shift personnel conduct many wood stove inspections, install smoke detectors as part of the smoke detector give-a-way program, conduct home safety inspections and participate in the department's fire safety education for the public. Tours of the fire station were once again popular with young and old alike. During Fire Prevention Week and the weeks after, tours of the station by each of Dover's day care centers were conducted. These tours consist of showing the children the ambulance, the ladder truck and a fire engine, along with the equipment that is carried and used. It is hoped that by allowing the children to touch and see the equipment in a non-emergency setting, they will be less apprehensive in an actual emergency. The children are then shown a firefighter in their firefighting clothing. The Friendly Monster then talks with the children about the dangers of hiding from him in a fire situation. The tour group is then brought upstairs to view the living quarters of the crews. The group is then taught some basic but valuable fire safety lessons based on the year's theme. This year's theme was about telephoning 911 in an emergency. The children are then brought downstairs for the highlight of the tour for many; the children watch firefighters slide down the pole. As the children leave the station, they receive their Junior Fire Marshal hat as a gift from the department. Each tour lasts between 30 - 45 minutes.

Last year, over 1,000 plastic fire hats were distributed to children visiting the station, giving an indication of the numbers of children touring the stations. In addition to the day care centers, Boy Scouts, Cub Scouts, Head Start, preschool children and other like groups, have taken tours of the fire station.



Photo Compliments of Fosters Daily Democrat

FIRE ALARM SYSTEMS

The recently adopted fire alarm systems ordinance has resulted in a significant drop in the number of false alarms caused by system malfunctions. The ordinance, in its first full year, has resulted in a decrease of 23% in false alarms. The goal is to reduce the number of false alarms by 50% within 5 years. The way the ordinance works is that it establishes a fine structure for occupancies that have fire alarm malfunctions and the owner fails to repair the system. The premise is that a better maintained system will have less problems and fewer false alarms.

BURNING PERMITS

The new Seasonal Permit program, a program developed by this department last year, and approved for use in this city, has been a huge success. The program allows for residents to obtain a burning permit for a period of 30 days. To activate the permit, all a resident needs to do is to contact the Dispatch Center. So long as burning is being permitted at that time, the resident can burn. This program frees residents of the requirement of driving to the fire station to obtain a permit every time they want to burn.

SMOKE DETECTOR PROGRAM

The smoke detector give-a-way program has been successful and has resulted in hundreds of battery powered smoke detectors being installed in residential homes, free of charge. Any resident that does not have at least one smoke detector on each level of their house is encouraged to call the Bureau of Fire Prevention at 743-6152. Provisions can then be made to have smoke detectors installed.

JUVENILE FIRESETTERS

The Bureau continues to handle cases of juvenile firesetters. It is recognized that any successful fire prevention program must incorporate a program to deal with individual children that set fires. This nationwide problem is gaining recognition as one of the leading causes of fire deaths among children. Last year, the Bureau handled four juvenile firesetter cases.

FIRE SPRINKLERS

Bureau personnel spent considerable time researching various alternatives for a fire sprinkler ordinance. A report was generated that outlined the costs associated with the installation of a sprinkler system, the benefits derived, and the long-range cost savings for the city. The conclusion of the report indicated that the installation of sprinkler systems will provide long-range cost savings to the citizens of Dover. Administrative personnel met with the Dover Chamber of Commerce, business people, and Council members to discuss the findings of the report. A draft sprinkler ordinance was submitted to the Council for review. It is hoped that in the next fiscal year action will be taken to reinstitute a sprinkler ordinance, in-line with the recommendations of the Cost Containment Study.



Dana Chapman
Firefighter
2 Years



Craig Croteau
Firefighter
2 Years



Randy Provencher
Firefighter
1 Year

CONSTRUCTION PROJECTS

Some of the major projects the Bureau handled this past year included an addition and a renovation at Wentworth-Douglass Hospital, renovations at Cocheco Falls Millwork, renovations at 1 Washington Plaza, build-out of Rite Aid Pharmacy Offices, an addition to Dover House Health Care, completion of the New Meadows and a large addition to Advanced Systems.

The day-to-day activities of the Bureau of Fire Prevention can be found in the chart below.

FIRE INVESTIGATION

Another aspect of Fire Prevention is the investigation of fires to determine the origin and cause of fires. The main reason for conducting a fire investigation is to determine the cause so that measures can be taken to prevent the same thing from happening again. It was determined that the lack of maintenance to equipment, usually heating system components, was once again the leading cause of fires.

Fires set by children playing with matches or lighters was reduced during FY 1993 to only five incidents and three of those were brush fires. The number of fires caused by children playing with matches or lighters in FY 1992 was 16, with structure fires accounting for 9 of the 16. The theme of "Matches and Lighters Are Not For Children" was the theme stressed throughout the 1991/92 fiscal year public education program. It appears the program was successful.

FIRE PREVENTION ACTIVITIES

Building Inspections	92
Shift Building Inspections	177
Self-Inspections	45
Certificate of Occupancy	276
Sprinkler Flow Tests	10
Oil Burner Inspections	22
Chimney Inspections	15
Wood Stove Inspections	22
Walk-through Inspections	87
Permits of Assembly	11
Fire Alarm Tests	16
Foster Home Inspections	16
Day Care Inspections	12
Fire Drills	3
TOTAL ACTIVITIES	**804**

SUPPORT FUNCTIONS

Bureau personnel continue to provide coverage for vacancies when suppression personnel are out. Usually, one day a week is spent covering shift because of a vacancy. This year, due to a vacancy created because of maternity leave, the Assistant Chief of Fire Prevention was temporarily assigned to shift for two months. Although these actions save money, other tasks obviously cannot be completed.

UNITED WAY CAMPAIGN

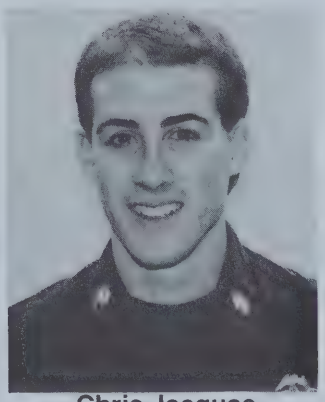
The Fire & Rescue Service was chosen to coordinate the 1992 United Way Campaign for the city. The Public Education Officer coordinated the entire program for the city and collected more money than in any previous year.



John Cunningham
Firefighter
1 Year



David Lindh, Jr.
Firefighter
1 Year



Chris Jacques
Call Firefighter
1 Year

PUBLIC FIRE EDUCATION



Steven McCusker
Lieutenant
10 Years

A video presentation produced by our department in conjunction with Continental Cablevision Channel 12 for public viewing entitled "Plan To Get Out Alive," was completed. This presentation was advertised through guest appearances on Channel 12's Seacoast Concerns as well as in Foster's Daily Democrat, through a generous donation from Continental Cablevision. The hour long show was presented eight times and is scheduled to be aired again this October during Fire Prevention Week.

SENIOR CITIZEN'S FIRE SAFETY

A fire safety program aimed at our senior citizens has begun. This was accomplished in part by a generous donation from the Dover Housing Authority. With their financial assistance, we were able to obtain the National Fire Protection Association presentation "Senior Fire Safety with Jonathan Winters." This video, in conjunction with an associated fire safety lecture, has been presented to residents of Waldron Towers, St. John Apartments, Riverview Apartments, Cocheco Park Apartments and a group of members at the Dover Senior Center. All participants also received an informational brochure.

Photo Compliments of Fosters Daily Democrat



CITIZEN TRAINING



The "Plan To Get Out Alive" fire safety presentation was conducted for over 100 employees at Liberty Mutual of Dover. This is the first time our fire safety program has gone "corporate". Additional groups receiving this program included the Seacoast Widowed Support Group, senior residents at Langdon Place of Dover and Continental Cablevision of Dover.

Other contact groups included the following:

* Presentation of equipment and information at the annual Health and Safety Fair sponsored by New England Telephone.
* Career Talk at Dover Children's Home.
* Fire Extinguisher Class at Woodman Park School for 28 staff.
* Fire Extinguisher Class for Carpenter's Apprenticeship Program.
* Fire Extinguisher and "How To Handle An Incident" Class for 20 City of Dover bus drivers.
* Incident training for Bus Drivers from Strafford County Headstart.
* Distribution of Sam Post Preschool Fire Safety Program to Dover's preschools.
* Fire Extinguisher Class for 30 Seaborne Hospital staff.

Photo Compliments of Fosters Daily Democrat



SCHOOL CHILDREN FIRE SAFETY

In providing fire safety classroom instruction to grammar school students, the Public Education Officer joined two of the Dover Police Department D.A.R.E. Officers during their first grade programs. This is the first time such an effort was put forth and it seemed to be well received by both students and teachers.

In-class programs were also conducted with the third and fifth grades at all schools. All Dover grammar schools received training with the S.A.F.E. Trailer.

Other schools and events where the S.A.F.E. Trailer was used to teach fire safety education to the public included:

- Moharimet Elementary School in Madbury
- Newmarket Elementary School in Newmarket, NH
- Festival Days Fair in Eliot, ME
- WalMart Store, Somersworth, NH for Safety Week
- Family Day at Garrison School
- Sears Homelife, Newington, NH for Open House
- Apple Harvest Day
- Strafford County Headstart
- Dover Rotary Club
- Westwood Circle Bike Parade
- Dover Housing Authority Bike Parade

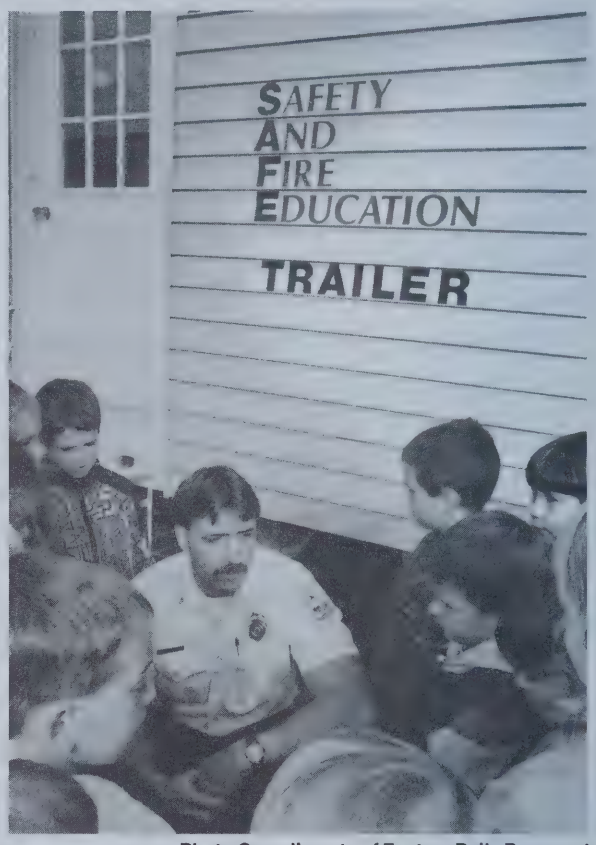


Photo Compliments of Fosters Daily Democrat

Fire safety education was added to the Health Curriculum for the freshman class at Dover High School. The theme of the program presented was "Plan To Get Out Alive." Some of the areas of importance that were discussed were how darkness effects the inside of a house during a fire, how smoke and hot gasses affect people at the time of a fire, the incredible temperatures created and how little time there is for escape. Students were then taught escape methods. In all, the program lasted two days, involving a total of 296 students.

DONATIONS FOR FIRE SAFETY EDUCATION

As a result of the fire safety education training using the S.A.F.E. Trailer at Newmarket Elementary School, the "Challenge Program" members of the staff generously reciprocated by donating a portable AM/FM Cassette player to the department for use with the S.A.F.E. Trailer puppet show.

Because of the two senior citizen presentations at Riverview and Cocheco Park apartments, MB Management Corporation generously purchased $125 worth of public fire education brochures from the N.F.P.A. for our distribution.

Dover Power Equipment, formerly of Dover, generously purchased 1,000 plastic fire hats for our distribution.

NOT PICTURED

Paul Chase
Call Firefighter
30+ Years



Lorraine Hoffman
Clerk Typist II
1 Year

BABYSITTING CLASSES

The Bureau continues to coordinate the fire and life safety portion of the "Babysitting Course" sponsored and conducted at Wentworth-Douglass Hospital. This worthy program provides a wide range of practical information to teens starting out in babysitting work.



FIRE SAFETY AND THE MESSAGE

One tool that has proven to be very successful in our attempt to get the message out regarding fire safety has been the use of the media and billboards. Seeking every opportunity to plug the message, we would like to recognize each agency for their support.

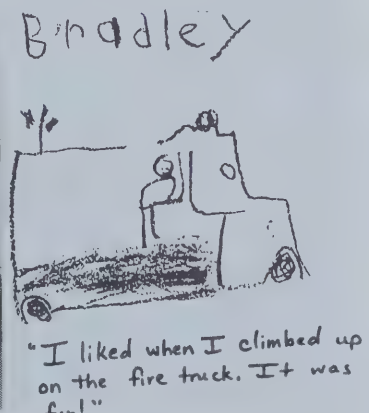
* WTSN for their allowing guest spots on the "Open Mike" radio show to discuss holiday fire safety.
* Continental Cablevision for their support in promoting the video production as well as the use of the Message Channel in promoting fire safety messages.
* Kevin Goodwin of Sign Effects, for his help in producing banners for each station, promoting the message to check your smoke detector.
* Burger King Restaurant of Dover for the smoke detector messages displayed on their billboard.
* McDonald's Restaurant of Dover for the smoke detector messages displayed on their billboard.
* Foster's Daily Democrat for their continuing support and commitment to use their newspaper to help promote fire safety education, smoke detector installation and maintenance and health safety.

WHAT I LEARNED AT THE DOVER FIRE DEPARTMENT'S SAFETY TRAILER
By DOVER HEAD START

You crawl on the floor - Jeffrey
If you catch on fire, STOP, DROP, and ROLL - Jonathan
Don't play with matches - Kylie
Do not play with fire - Gregory
Don't take your buckle off on the bus - Amber
Don't play with matches - Amanda D.
If you find a lighter or matches, tell an adult - Amanda N.
Don't play with lighters - Mark
Pretend the bedroom is ours - Ryan
Smoke detectors are important - John
Don't give matches to a monkey - Kendra
We crawled on the floor at the smokey house - Freddie
If you turn on lighters, you could get burned - Sammy







CUSTOMER RELATIONS

A customer relations program reflects a total organizational commitment to achieve a recognizable standard of consistently excellent service. This commitment to excellence causes us to examine and reassess how well we manage our customer relations. Quality and service are interdependent and it is impossible to describe quality adequately without considering it from a customer's point of view.



Goodness in one's heart is no guarantee of quality. Personnel understand that they will be held accountable for positive customer relations and are aware of how the quality of these relations are continuously monitored.

Although the department has always received favorable feedback from the users of the service, an actual monitoring system was instituted to measure the actual users satisfaction. A survey program was instituted and a survey went to every service user. The fact that these survey's were mailed to the user with their ambulance bills may have set the stage for negative responses. This did not happen, as you will see from the survey analysis.

SERVICE USER ANALYSIS

* ***How would you rate the conduct of the firefighters and/or EMT's . . .***

 MORE THAN ADEQUATE = 8% EXCELLENT = 92%

* ***Were you satisfied with the concern shown by the firefighters and/or EMT's for your property, health, safety and welfare . . .***

 MORE THAN SATISFIED = 7% VERY SATISFIED = 91%

* ***How would you rate the overall service you received from Dover Fire & Rescue . . .***

 MORE THAN ADEQUATE = 7% EXCELLENT = 90%

Many of these surveys had additional comments. Here is what our citizens had to say:



"The kind of service we received is unique to a municipally run department." M.H.- Court St.

"The care & concern was the best possible one could receive." "Excellent" "Thank you very much." J.L.- Nelson St.

"They were kind & explanatory while doing their job, which made my husband & myself much more relaxed that everything would be all right." L.M.- Court St.

"The caring & concern your EMT's showed me was outstanding I am very grateful for this work so well done." N.M. - Kingston N.H.

Of all the surveys returned there were only two poor ratings. One was from equipment failure and the other one was negative comments due to the patient being arrested.

TOYS FOR TOTS

The George Grenier Memorial Fund's Toys for Tots campaign finished another successful year. The Toys for Tots program began almost 18 years ago by retired Fire Lt. Charles Mone. He, along with others, donated, purchased and delivered toys to needy boys and girls. At that time, Santa and his elves delivered to about 10 families throughout the City of Dover. Each successive year since then, there has been a steady increase in the number of families that could not afford to purchase toys or games for their children because of a number of circumstances beyond their control. This year was by far our most successful drive, delivering to 600 children and teenagers throughout the City of Dover. This campaign is carried out with a coalition of community spirited people and organizations within Dover. The coalition is made up of local merchants, business organizations, individual citizens, high school students, teachers, police dispatchers and firefighters along with their families who volunteered more than 500 hours of their time throughout the fall and holiday season to brighten up the Christmas season for many others, most of them unknown to us, but all enjoy helping. After hours of listing names of children that needed gifts, selecting the proper gift for that child and wrapping the gift, Santa and his firefighter elves started on their night journey to deliver to the 250 families throughout the City of Dover. Special thanks go out to GFS Manufacturing, Fleet Bank, Southeast Bank, Wentworth-Douglass Hospital, Emergency Room Nurses, Davidson/Textron employees, Attorneys Eyskiel, Boc and Reid and employees, Heidelberg Harris employees, Remax Realty for the store front, Dover Welfare Office, Keith Bates, Denis Riley (Public Safety Dispatcher), Dover High School National Honor Society members, Foster's Daily Democrat, Lisa Young, Chris Goodwin, Nicole's Hallmark, Dover Chamber of Commerce and the many civic minded citizens for their contributions. Lastly, a special thanks to all the members of the Fire Department and their families for all their efforts in making this a successful year.



THE DOVER FIRE DEPARTMENT'S ANNUAL TOYS FOR TOTS PROGRAM HAS BEGUN. PICTURED IN THE TOYS FOR TOTS COORDINATION CENTER, LOCATED AT 83 WASHINGTON STREET IN DOVER, ARE FIRST ROW, FROM LEFT, CARMYN CHAPMAN, TALI YOUNG, AND ANDREW MCLEAN. SECOND ROW, FROM LEFT, AMELIA CHAPMAN OF FLEET BANK, LISA YOUNG, AND BONNIE HEDE OF FLEET BANK. THIRD ROW, FROM LEFT, MAGGIE ERVING, ANDREA SMITH, BOTH OF DOVER HIGH SCHOOL, FIREFIGHTERS ERIC HAGMAN, MARK TONNESSEN, RICH BELL, DANA CHAPMAN, AND DAVE MCLEAN, RETIRED FIREFIGHTER CHUCK MONE, AND MARCEL BARTLEY OF RE-MAX COAST-TO-COAST, PORTSMOUTH OFFICE. THE FOLLOWING WILL BE DONATION SITES: DOVER CENTRAL FIRE STATION, SOUTH FIRE STATION, WENTWORTH-DOUGLASS EMERGENCY ROOM, FLEET BANK ON WASHINGTON STREET, AND THE DOVER POLICE DEPARTMENT.



Letters to the editor

Dover Fire Dept. thanked

To the editor:

While in our room on the fifth floor of a hotel during our summer vacation, some 75 miles from Dover, the fire alarm sounded. As I looked at the five small children in my family and began the process of calming them down, my 8-year-old son, a third-grader at Saint Mary Academy, calmly and with a presence far beyond his years, stepped into aciton. He told everyone to be "cool" and follow him. He knelt downm, felt the door with his hand, opened it, looked down the hallway and led the way out of the room. As we headed down the hallway he announced "stay away from the elevator, we'll go down the stairs". He knelt and felt each door as we came to it, never losing his composure. When we were safely outside he counted heads and then somehow, without notice, became the 8-year-old he was meant to be; he became scared. As I held him in the crowd outside the hotel, and expressed my great pride in his acitons, he explained that the Dover Fire Department had taught him what to do and that he was glad he paid attention. To the Dover Fire Department and all the other departments that have educational programs . . . thank you. The lives you save by teaching survival skills may never show up in national statistics . . . but they count. But I know that if there had been, or if the day comes when there is real danger, my son, and all the other kids who you teach, will know what to do. This father of five says thanks. You guys really are heroes.

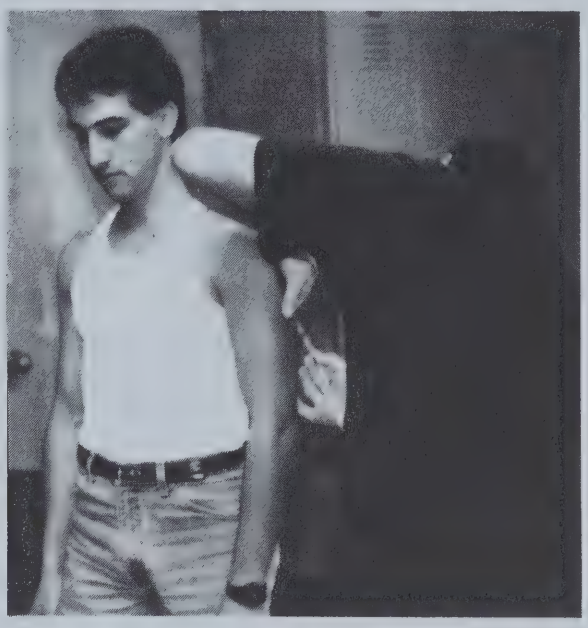
Barry M. Katz - Somersworth

THIS IS WHAT IT'S ALL ABOUT!!!



OUR VISION





We pursue excellence in all we do.
We strive continually to improve our service, our human and community relations, the safety of our operations and our fiscal awareness.

Citizens are our focus.
We anticipate, understand and meet our citizen's changing needs and expectations.

Dedicated employees are our most important asset.
We give our best and strive to create an environment that provides each of us the opportunity to reach our potential.

Fiscal conservation keeps us in business.
To survive, both as employees and as administrators, we maintain fiscal awareness and conservation and provide a do-more-with-less philosophy.

We are involved, responsible citizens.
We maintain our tradition of citizenship and service through actions that demonstrate our care for the people and the city we protect.

Teamwork is our way of life.
We work with our co-workers and with our citizens, business owners and local government to achieve mutual goals. Trust and respect are the foundations for our team approach.

Integrity is never compromised.
Our actions and decisions reflect the highest ethical and professional standards.



By dedicating ourselves to both citizen and employee satisfaction, we will accomplish our mission.

HUMAN SERVICES

WELFARE, YOUTH RESOURCE AND HEALTH OFFICES

WELFARE

The Welfare Office received 623 requests for General Assistance in Fiscal 1993 which represents a 12% reduction over FY 92. This year 403 cases were assisted which is also a reduction over FY 92 of approximately 17%. These 403 cases are composed of 813 individuals of which 313 are children and 500 are adults with 210 being single adults and 193 families. The cost of direct relief this year was $153,468 which is a reduction of 6.6%.

Sixty clients participated in the City Workfare Program this year, resulting in 5,830 hours worked at 12 sites and netting $29,150 in reimbursement for assistance rendered. This amount combined with a total cash reimbursement of $27,239 results in a total recovery off approximately 37% of the financial assistance rendered in FY93.

This year the Welfare Department entered into two new programs. The first is the Dover City Community Service Program. This program provides volunteer work for residents court ordered to pay fines or restitution but are financially unable to do so. The NH Department of Probation in a joint effort with the City Welfare Department cooperated to provide a system of referrals and placements acceptable to the court. In November 1992 the city began accepting referrals. During the first eight months the City received fifteen (15) referrals. Of these referrals ten (10) participants were placed resulting in 457 hours volunteered and restitution of approximately $2,285 made to the court system. This program has proven to be a benefit to the City not only in additional volunteer time provided, but also by providing local service sites to Dover residents who might otherwise be unable to meet their obligation to the court.

The second new program was designed to find "job placements" for a targeted group of chronically unemployed clients. To effect this plan the Welfare Department entered into an agreement with Work Opportunities Unlimited to be funded as a purchased service. In the first eight months eleven (11) clients were referred for placement. Ten (10) of the eleven clients referred became employed.

YOUTH RESOURCE

The Youth Resource Office continues to provide alcohol and drug counseling to Dover youth on a drop in basis. This year the office was approved by the N.H. Division of Children, Youth & Families to provide outpatient individual and group counseling for which the City will be reimbursed. This marks the first time the office has been able to generate independent revenue.

Again, this year the Youth Office received 5% Grant moneys from Strafford County in the amount of $13,000. These funds combined with the $8,600 from the Drug Free Schools Program provided for the second youth counselor and the continuation of the in-school Alcohol & Drug program at the High School. The office continued working the Neighborhood Crew in cooperation with the Dover Housing Authority.

The Youth staff continue to administer the Diversion Program with the continued support of referrals from the Police Department and State Juvenile Service Officers. This Program could not operate without the perpetual support and interest of the community volunteers who comprise the Diversion Committee.

The Human Service Director administered $51,170.00 in subsidy grants awarded to six local social service agencies. The annual allocations are as follows:

Strafford County Hospice	$ 2,700.00
Squamscott Home Health	26,500.00
Strafford County Community Action	6,000.00
Dover Area Senior Citizens	9,470.00
Concerned Citizens for Drug & Alcohol Prevention	2,500.00
Sexual Assault Support Services	4,000.00

A new application procedure was implemented this year and seemed to clarify the agencies expenditures and revenues more precisely.

HEALTH

The Health Officer traveled 3,131 miles and inspected 544 restaurants, schools and day care centers. one hundred and twenty (120) complaints involving roaches, rats, faulty septic systems, no hot water, obnoxious odors, overflowing dumpsters and lead paint were responded to and investigated. Many inquiries were made on how to safely remove lead paint.

Respectfully submitted,

Janet Poulin
Director

DOVER PUBLIC LIBRARY

It is with some pride that I can report that the level of demand for library service continued to increase in Fiscal 1993 and that the Dover Public Library stood ready to meet that demand. It was a year of hard work and great rewards.

GENERAL

Early in the year a problem of long standing was finally laid to rest with the completion of the new parking lot. Rebuilding of the paved surface began at Locust Street, the narrow driveway was widened and made safer with a sturdy guard rail, and the lot was increased from 153 to 211 parking spaces. With spaces set aside for the handicapped, library patrons, and two hour parking, and the installation of excellent night lighting, the difficulties of past years are now just a memory.

The library was afforded the opportunity to measure its success in meeting the needs of Dover's citizens when it became the subject of a community survey done by the "Policy and Program Evaluation" class at UNH. A telephone survey of hundreds of Dover residents showed that the library is highly regarded, with a large majority of respondents wanting more of what is already provided. It was instructive to learn that a greater effort is needed to make people more aware of the library and what it offers.

The library, along with other city departments, was studied for the Bennett Cost Containment Report, and received favorable comments. We were pleased that the need for library computerization and automation was strongly supported. As the fiscal year ended the other recommendations of the report were being implemented.

Successful completion of the collective bargaining agreement between the city and the Dover Municipal Employees Association, which represents the library staff, will correct inequities that were recognized more than three years ago, and promises to have a very positive affect on morale.

ADULT SERVICES

Activity in the Adult Services area continued to grow at a rapid rate. A new one-week circulation record was set in February when 4,003 items were loaned, and that record was broken just a month later when circulation totalled 4,240. This growth was also reflected in interlibrary loan activity, with 1,432 items sent to other libraries and 548 items borrowed for Dover users.

A variety of programs was offered throughout the year. "The Collapse of the Soviet Union", a six-part series funded by the N. H. Humanities Council, brought scholars from UNH and Dartmouth for well attended presentations. The Friends of the Library sponsored programs that ranged from discussion of Victorian home preservation to a talk by Pulitzer Prize winner Don Murray.

The Library continued its work with the Dover Adult Learning Center in conducting another "Connections" series, bringing newly literate adults to the joy of books and reading in a very worthwhile and rewarding program.

CHILDREN'S SERVICES

The year began with the "Investigate Your Library" summer reading program in full swing, with 447 Dover children enrolled. Science investigation workshops were attended by 113 children, workshops were presented by County Extension and the Dover Police, and 434 children attended Wednesday morning film programs. Leslie Smith, musician and puppeteer, provided a delightful end of season program for 200 children and parents. A new part of the summer program this year was the summer intern program, in which 28 junior high students were recruited and trained to help the staff with the multitude of tasks that the program requires. The intern program proved to be very beneficial to both the library and the students.

Pre-school story times, for children age two to six, were conducted from September through May and were immensely popular, with each series filling within minutes of the opening of registration. The 143 sessions were attended by 2,352 children, while the staff continued to build special story time book collections and resources that make our program one of the best in the state.

An "Early Start Family Literacy Program" was undertaken in cooperation with the Dover Adult Learning Center, and while the results of this pilot program were disappointing the groundwork has been laid for future efforts. A much more successful program, "The Gift of Reading", was organized by Carol Garlough, WIC Administrator at The Clinic, and funded through the generosity of the Dover Rotary. The aim was to put quality hard-cover books into the hands of children who might otherwise never see them. It was very rewarding for all concerned.

Two other activities that should be noted are the administration of museum passes and the children's display area. Passes to the Portsmouth Children's Museum, the Boston Museum of Science, and the Christa McAuliffe Planetarium, all funded by the Friends of the Library, were borrowed and enjoyed a total of 401 times. The Art Wall held a constantly changing display of the art work of Dover schools, and each week another child was able to exhibit his or her hobby or collection in the large display case.

TECHNICAL SERVICES

The major focus in Technical Services was to assist the library staff in providing quick and easy access to information and materials. To reach that goal, operations within the division were made more efficient and maximum use was made of the computer technology available. A new telephone line allowed continuous contact with distant databases, with new titles ordered going immediately into the computer and being displayed at the on-line terminals available to the public.

During an average week 65 adult books were cataloged and processed, while the paper records of 250 to 400 items in the collection were converted to machine-readable form. At year's end 59% of the adult collection and 16% of the children's collection had been converted and added to the library's database. Work also began on computerizing library borrower registrations, with 1,150 in the database by June 30. Much of the progress made in this area was only possible with the help of the many volunteers who gave hundreds of hours to the effort, but it must be recognized that those volunteers would not have been recruited, trained, encouraged and retained without the hard work and dedication of the Technical Services staff.

The Technical Services Librarian prepared and presented workshops on the use of the on-line catalog for both staff and the general public, most of whom greeted the new technology with enthusiasm. She and the rest of the staff attended a number of workshops and meetings in order to keep informed about the rapidly changing field of library automation and to prepare for the day when Dover is automated.

STATISTICS

The collection:	ADULT	CHILDREN	TOTAL
Books added	4,779	2,163	6,942
Books Withdrawn	2,595	1,368	3,963
Total book collection:	71,675	19,374	91,049
Audio cassettes	939	480	1,419
Video cassettes	799		799
Magazines received	242	17	259

Total circulation for the year reached a new high of 286,686, with 171,253 of that in the adult area and 115,253 in the Children's Room. Increased circulation meant an increase in overdue items, requiring 4,273 telephone calls, 1,713 postal notes and 1,132 bills to be sent, for a total of 7,118 contacts with delinquent borrowers. The adult area registered 2,086 new borrowers, including 170 new non-resident borrowers, and the Children's Room registered 414 new borrowers age five and up.

FRIENDS AND SUPPORTERS

The library could not begin to serve as well as it does without the support and encouragement of the people of Dover. First among these are the Friends of the Library, a small but dedicated group that plans and presents programs for cultural enrichment, and also provides funding for projects and materials that would otherwise be out of our reach. Special note should also be made of the local book dealer who has donated thousands of dollars worth of new books that have enriched our collection. Many other gifts of money, books, and equipment have filled important needs. It would be impossible to place a meaningful dollar figure on the 4,000 hours of time given by volunteers throughout the building. Finally, the sage advice and unselfish giving of time and energy by the Library Board of Trustees is sincerely appreciated.

Respectfully submitted:

Donald K. Mullen
Library Director

PLANNING AND COMMUNITY DEVELOPMENT

MISSION STATEMENT

It is the mission of the Planning & Community Development Department to assist in the creation of long range goals for the development of the City, advocate implementation of the goals once established, develop, maintain, and disseminate a reservoir of geographic, land use, environmental, and development information for the community, create and administer the regulatory processes for development and construction throughout the community, and, administer the Community Development Block Grant Program in compliance with HUD regulations and City goals.

GOALS

To implement the goals, objectives, and work tasks of the City's Master Plan.

To administer the Community Development Block Grant Program in a manner that stimulates economic development, provides housing opportunities, and addresses the needs of the low and moderate income residents of the City.

To promote increased opportunities for private business and public institutions to obtain financing and capital for projects that will enhance economic growth in the City.

To promote the development of a healthy, diverse industrial and commercial base through service oriented planning and innovative land use techniques.

To administer all codes, ordinances, regulations and fee schedules related to subdivisions, site plans and construction.

To serve as an information resource for the general public, City Departments, community boards, and applicants for permits and approvals.

To continue to represent the City and its interests by addressing special projects and issues as they arise.

To administer the Geographic Information System by continuing to update and expand the database, and to serve potential users and other City Departments.

GENERAL PLANNING

The Department provided administrative, review and technical assistance with the following Planning Board agenda items for FY 93:

- 6 Major Subdivisions
- 13 Minor Subdivisions
- 12 Lot Line Adjustments
- 1 Alternative Design Subdivision
- 11 Site Plan Reviews
- 10 Site Plan & Subdivision Extensions
- 6 Extraction Permits (Gravel Pit Operations)
- 7 Conditional Use Permits
- 7 Public Hearings
- 2 Driveway Waiver Requests
- 1 Parking Waiver Request

- 1 Parking Spaces Required Determination
- 1 Revision to Approved Site Plan
- 1 Workshop
- 1 Zoning Amendment
- 16 Planning Discussion Topics
- 24 Technical Review Committee Applications

Several general planning projects were accomplished during FY 93 as well.

- Using GIS as the primary tool, staff continued to accomplish needed modifications to the Enterprise Park engineering plans, permits and site concept drawings as development progressed. This entailed working closely with DEDC, individual companies, and contractors to ensure that development of the park was in accordance with the adopted development concept, TDR ordinance, and engineering plans.

- Neighborhood meetings were held with Planning, the designer, and abutters to gather design input for the Oak/Central and Central/Silver Intersection Improvement Projects. The goal was to make the new facilities "neighborhood friendly".

- Two applications for State and Federal wetland permits were prepared for City projects. One application was for the Fitness Trail at Garrison Hill Park, the second was for the future demolition of the old sewerage treatment plant on River Street.

- The Department continues to serve as point of contact with NH Department of Transportation on several key projects in the City. Engineering is complete for the Week's Traffic Circle project, with Right-of-way acquisition currently proceeding. Construction is scheduled to begin in 1994 or 1995.

- Planning continued to serve as the liaison between the City, local business owners, residents, and NH DOT pertaining to the planning, design and engineering of the Scammel Bridge project, and the Exit 10 project. The Department has been providing data and analysis to NH DOT for both design projects.

- Regional planning has become an important consideration; in that regard, planning staff have played an integral role as spokesperson for the City on several committees addressing major local and regional issues that affect the citizens of Dover. The City's voice on the issues of transportation, noise, and economic development was heard on the East-West Highway Advisory Committee, the Pease Surface Transportation Committee, the Pease Advisory Task Force, the Pease Part 150 Noise Committee, the Seacoast Metropolitan Transportation Organization Technical Advisory Committee, and regional workshops and public hearings.

- A City Transportation Improvement Program (TIP) was prepared which included a priority listing of the "top ten" traditional and alternative transportation projects requiring implementation in the City as a basis for submittal to the Seacoast Metropolitan Planning Organization (SMPO) TIP. The SMPO TIP is the region's basis for being included in the state 10 year TIP. Dover's projects must be included to be considered for federal and state funding.

- Planning staff prepared and submitted several transportation project grant applications to the statewide Intermodal Surface Transportation Efficiency Act (ISTEA) Congestion Mitigation & Air Quality (CMAQ) and Enhancements Committees for funding. The applications included the train station and platform project, pedestrian trails along the Bellamy project, ADA sidewalk and crosswalk construction project, and several intersection improvement projects. Approvals for funding for August grant round were the train station and platform project, roadway resurfacing projects, and two roadway reconstruction projects.

- City Planners served as liason to the Dover Rail Transportation Advisory Committee, providing analyses, information, and administrative services. The Department continues to serve as point of contact with NH DOT for planning and design of the rail station and platform in the City. Planners prepared the grant application for the federal funds approved for the project.



TOP: ENTRANCE TO CITY'S NEWEST INDUSTRIAL PARK.

BOTTOM: Venture Drive located off Sixth Street was designed and engineered by the Dover Planning Department.





TOP: Shoe Doctor Inc.

PLANNING AND DEVELOPMENT OF ENTERPRISE PARK RESULTS IN NEW AND EXPANDED INDUSTRIES.

BOTTOM: Cramer Fabrics Inc.



- o The GIS computer was utilized for analysis and presentation graphics to assist the Dover Economic Development Corporation (DEDC) with site feasibility and site selection for potential industrial and commercial developers.

- o The Planning Department negotiated several utility and roadway easements, and prepared several easement plans using the GIS computer and plotter.

- o A Flood Insurance Rate Map workshop was attended. Materials were secured to prepare for the required revision to the City's Floodplain Ordinance.

- o The Department expanded its user-friendly, over-the- counter service by ensuring that a secretary and planner is available at all times to answer questions, provide information, and share resources with any interested party.

- o A comprehensive Space Needs Study for City Hall and DPW Departments was prepared.

- o A site selection analysis for potential locations of a new DPW facility was prepared.

- o Significant changes to the Zoning Ordinance were written and advocated by staff. Zoning changes prepared included:

 + a revision to allow group homes in certain areas of the City

 + a revision to increase elderly housing opportunities within the City

 + a revision to allow more flexibility for construction within the setbacks of handicapped accessible structures mandated by the American's with Disabilities Act (ADA)

 + a revision designed to regulate pornographic businesses in the City.

GEOGRAPHIC INFORMATION SYSTEM

The Department continues to utilize the spatial and relational database capabilities of the GIS computer by accomplishing several projects that can be later used to produce reports and answer queries.

- o A downtown parking project to analyse the current and future downtown parking demand was designed and completed. Current parking issues were identified. The project provides computer databases for parking supply and demand to create a model that is capable of providing answers to both simple and complex queries relating to the attribute data attached to the graphics and to the spatial data. This will be an invaluable tool for the forseeable future.

- o One third of the City's Tax Maps were updated in FY 93, incorporating all property line additions and alterations.

- o The GIS computer has provided assistance to several other City Departments providing data, graphics, and reports.

 + Graphics and data for the Tolend Road Landfill project for DPW Solid Waste.

 + Tax Map Updates for Tax Assessor.

 + Maps and Wetland delineation for Garrison Hill Park for the Parks and Recreation Department.

 + Graphics and maps of Enterprise Park for DEDC.

 + Conceptual designs for several projects for the City Manager.

+ Drug Free Zone Maps for both the Police and School Departments.

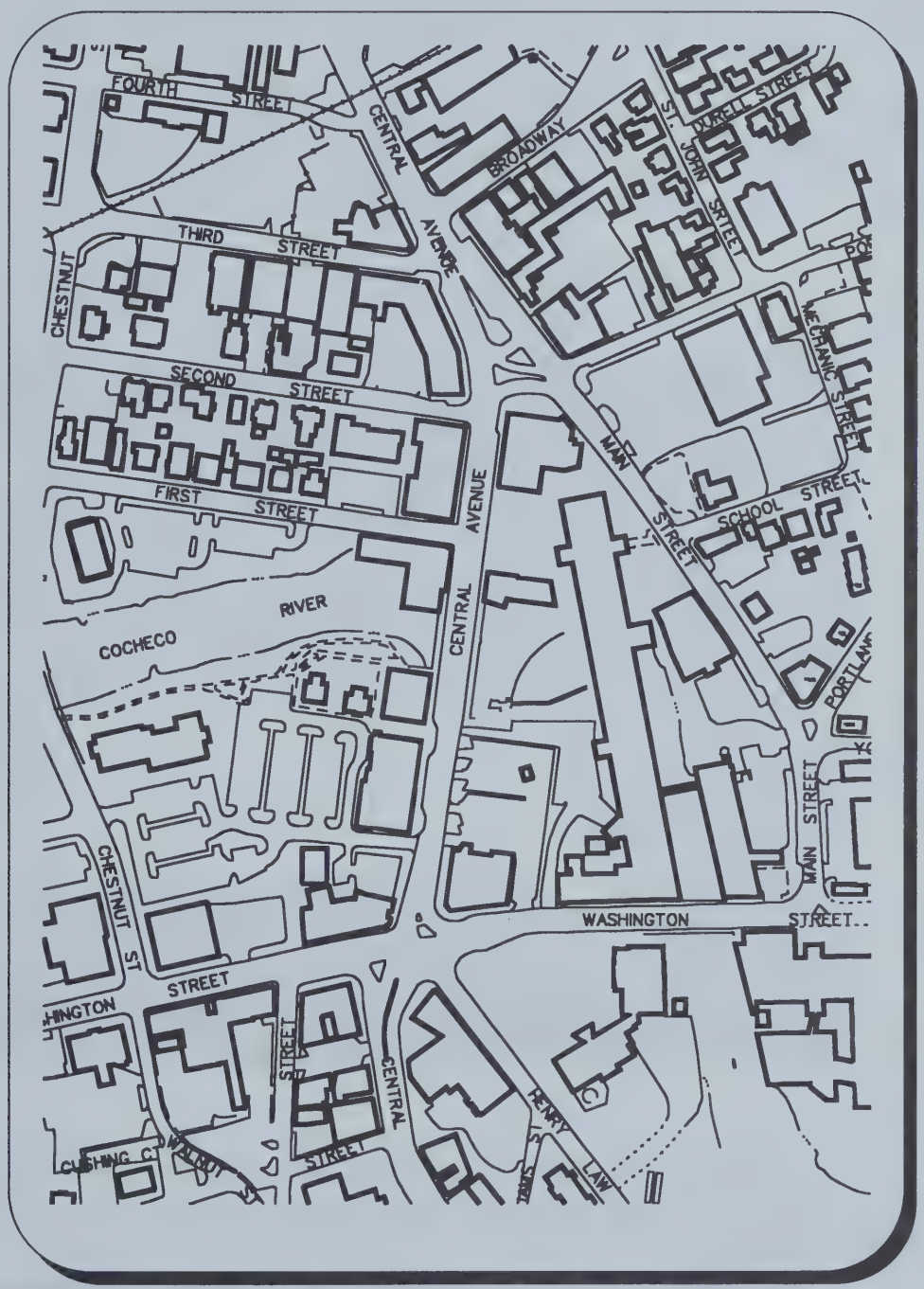
+ Ward Map using both graphics and Tiger databases for the City Clerk.

+ Special map request for a court presentation for NH Fish & Game Department.

+ Provided data on request to consultants working for Dover property owners.

(Right:)

PLANIMETRIC FEATURE MAP OF DOWNTOWN DOVER, FROM DOVER GIS.



ANNUAL REPORT
1992-1993

COMMUNITY DEVELOPMENT

The City of Dover is a designated Entitlement Community by the U.S. Department of Housing and Urban Development. The City receives an annual allocation of Community Development Block Grant Funds (CDBG). FY 93's Entitlement allocation was $320,000, with $9,295 in program income from School Street parking, and $111,725 in program income from revolving loans, for a grand total of $441,020.00. For the year, Community Development was able to expend $496,000 for a variety of community projects, with the primary benefit (99.8%) going to help low to moderate income persons.

There is a range of eligible activities in which these funds may be used by the City, which include: acquisition and disposition of real property, construction of public facilities and improvements, clearance of dilapidated structures, provision of public services, completion of urban renewal projects, removal of architectural barriers to handicapped individuals, construction of privately owned utilities, rehabilitation of houses and apartments, code enforcement, historic preservation, direct economic development assistance, and planning.

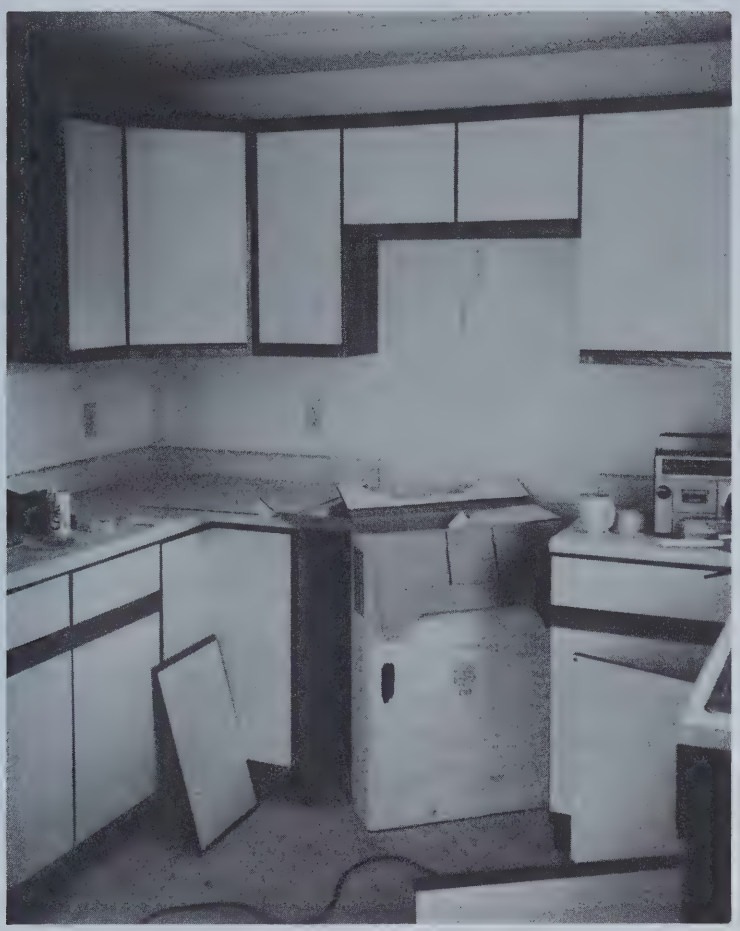
The City Council authorized the establishment of the Housing Rehabilitation Loan Program (HRLP) and the Dover Economic Loan Program (DELP) in 1988 and 1990, respectively. These two programs were established to provide low cost financing to both property owners in need of repairing their housing for low to moderate income tenants, or to provide existing or new businesses in need of money for capital, equipment, relocation, expansion, and job creation in the City.

BEFORE



The Housing and Rehabilitation Program provides benefits to tenants and owners. These are before and after shots of a project utilizing Housing Rehabilitation Funds.

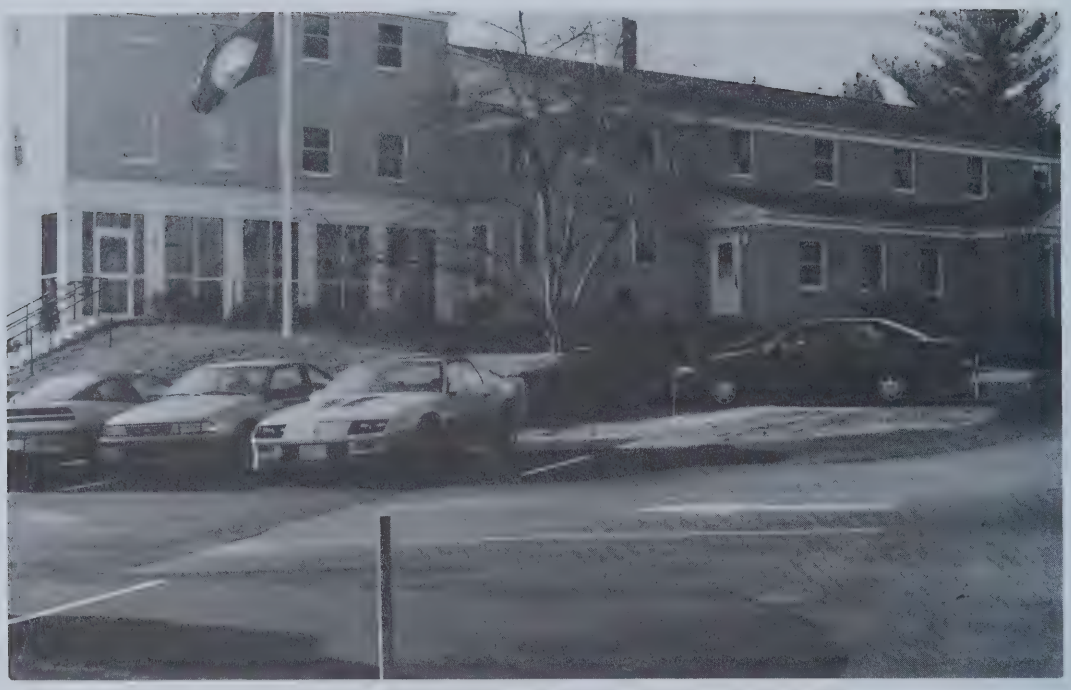
.....AFTER



To date, there are 22 active loans made for 96 units in the Housing Program, with an outstanding principal balance of $320,323. Seven multi-family units and one single family unit has been completed, with ten multi-family units underway during the Fiscal year. The Department also applied for and received an additional $31,500 from New Hampshire Housing Finance Authority (NHHFA) for the rehabilitation of rental properties in the City.

The DELP has 3 active Economic Loans with an outstanding principal balance of $212,332. In addition, another $150,000 has been committed for another Economic Loan bringing the total principal due to $362,332.

DELP funding was provided to a Dover firm for expansion of their existing facility. By year's end, the company had created twelve full-time positions, seven of which are now held by low to moderate income persons. The loan was secured in conjunction with a Small Business Administration loan and a line of credit with the firm's business bank.



DOVER ECONOMIC LOAN PROGRAM ASSISTS LOCAL COMPANY WITH EXPANSION OF FACILITIES.
(Pictured: Advanced Systems in Management and Evaluation Inc.)

The Loan Review Committee approved funding for an existing firm that was planning to relocate to the City. The loan was committed, but not disbursed during FY 93. The funds will be used for leasehold improvements, moving expenses, and working capital. Under the loan agreement, the firm will transfer the majority of its current work force, provide seven full-time jobs immediately upon relocating, and provide an additional fifteen full-time jobs by the end of their loan term. The loan was secured in conjunction with a Small Business Administration loan and a line of credit with the firm's business bank.

The Department prepared HUD's five year Comprehensive Housing Affordability Strategy (CHAS) which outlines the City's housing needs, sets priorities, and establishes programs to meet those needs. An advisory committee comprised of representatives from human service agencies and housing advocacy groups was created to assist in developing the CHAS. The top priorities identified in the CHAS include: increasing emergency and rental housing assistance for low income citizens; providing assistance for housing acquisition and rehabilitation; and, providing support services for the first-time home buyer.

The CHAS will be updated on an annual basis, and a yearly performance report will be provided to determine the effectiveness of the strategies outlined in the plan.

Other activities completed by the CDBG program during FY 93 include:

AIDS Response of the Seacoast

Provided $10,000 of funding to services for AIDS infected persons.

A_Safe_Place

Provided $8,500 of funding to services for battered women.

Strafford_CAP

Provided $4,200 of funding to publish a human services directory for Strafford County.

Dover_Adult_Learning_Center

Provided $33,120 of funding for new lighting, windows, and handicapped access in the current facility.

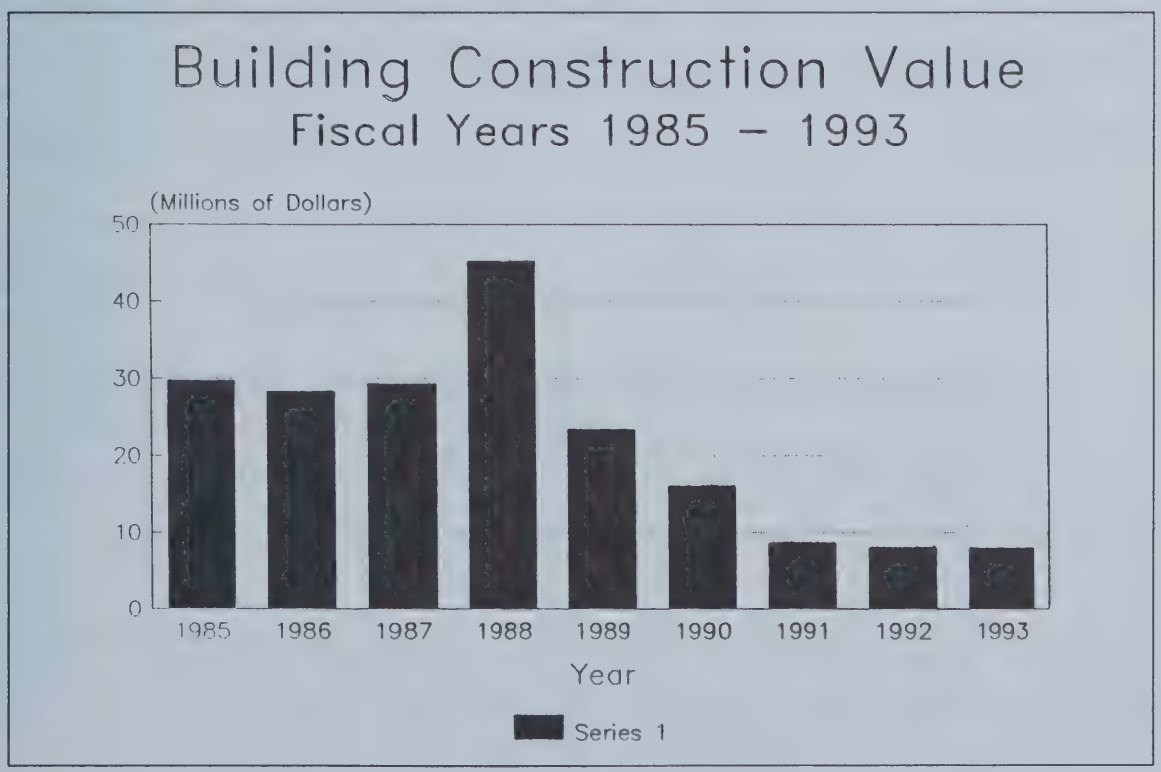
Cochecho_Riverfront_Planning

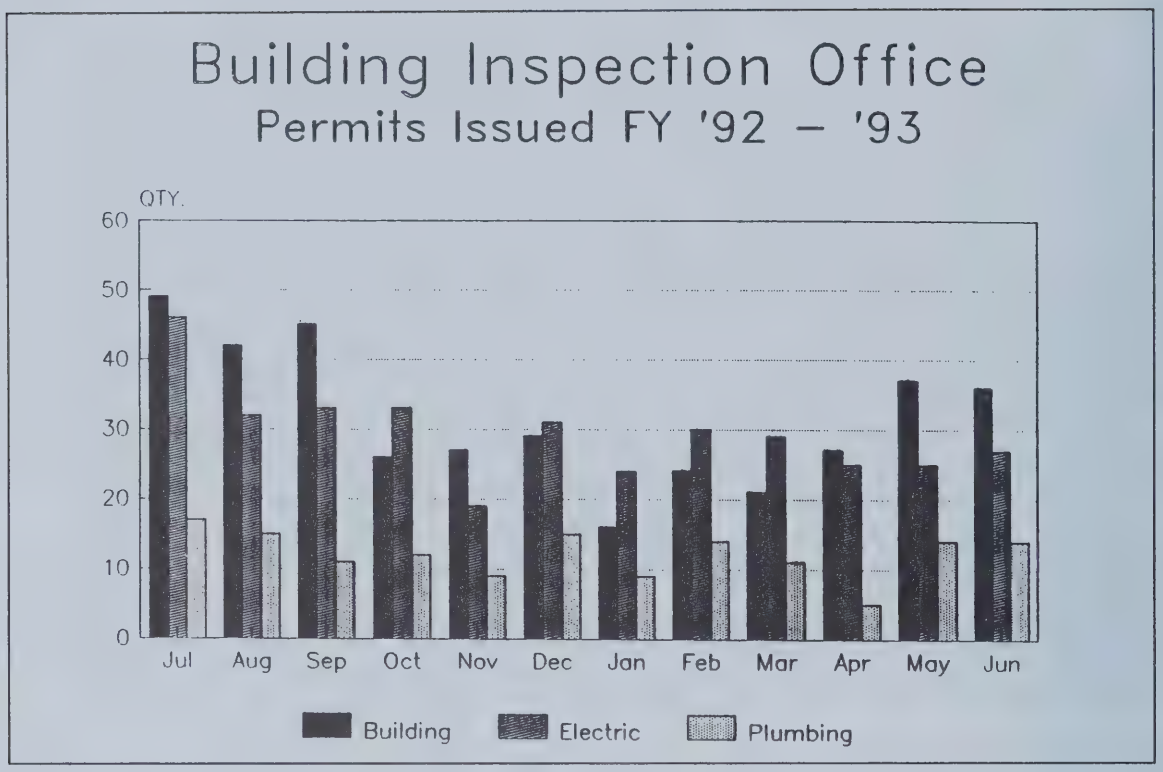
Provided $20,000 of funding for a marketing study and conceptual planning of the waterfront area.

BUILDING INSPECTION

Construction activity during FY 93 had a similar activity level as the previous year. There were 379 Building Permits issued, 354 Electrical Permits, and 146 Plumbing Permits issued, for a total of 879 projects. Some of these projects were; the renovation of the Housing Development at Mineral Park, construction of a new manufacturing facility for Shoe Doctor, Inc. on Venture Drive in Enterprise Park, construction of a major addition to Advanced Systems facility on Watson Road, and construction of the Cancer Treatment facility at Wentworth-Douglass Hospital.

Over 2,760 inspections were conducted by the Building, Electrical, and Plumbing Inspectors during the year. The following graphs illustrate comparative construction values for the past 9 Fiscal Years, and permits issued during Fiscal Year 93, respectively.





The Department served as technical advisors to the Zoning Board of Adjustment. The Zoning Board heard and decided 20 requests for variances during the year. Thirteen of the twenty requests were for relief from setback requirements. The remainder were requests for relief from sign and proposed use regulations.

In the area of staff development, the Electrical Inspector attended a seminar concerning the updated 1993 National Electric Code.

Respectfully Submitted,

Steven J. Stancel
Director of Planning & Community Development

POLICE DEPARTMENT

GENERAL POLICE AND CRIMINAL ACTIVITY

During calendar year 1992, the Public Safety Communications Center operated by the police department received 179,537 telephone calls, made 513,898 radio transmissions, and processed 26,994 citizen requests for service, a modest increase over 1991. The Communications Center also made 196,277 inquiries on the State Police On-Line Telecommunications System, which provides statewide and national information on vehicle information, wanted persons, stolen property and related information.

There were 2,607 crimes of all types reported in Dover in 1992. Of those, 988 were classified as Part I (most serious) crimes. The 9% decrease in these crimes represents the third year in a row where a substantial reduction was achieved. This was the result of fewer assaults, rapes, and a large decrease in all types of theft.

The department investigated 49 sex-related crimes during the year. These investigations are extremely complex and time consuming as they normally require special investigative techniques and training. These cases are made even more difficult by the emotional trauma caused to the victim by the nature of the crime. As a result there is normally a need for a high level of victim support and assistance, particularly considering that these victims are often young children.

Dover's burglary rate remains extremely low for a community of this size. The 83 burglaries investigated during this year compare favorably to periods in the 1970's and 1980's where 200 - 400 burglaries per year were typical.

POLICE INVESTIGATIONS AND ARREST ACTIVITY

The 920 arrests during 1992 resulted in the clearance of 1,033 crimes. Adults accounted for 765 arrests and juveniles for 155. The Police Prosecutor handled 4,747 cases, including motor vehicle offenses, which resulted in 319 District Court trials.

A great deal of investigative effort continues to be directed at the drug problem. The Dover Police Department was involved in the implementation of the Piscataqua Region Drug Task Force, under the overall direction of the New Hampshire Attorney General's Office. This unit utilizes personnel from several local agencies to conduct drug investigations throughout Strafford and Rockingham County.

The Dover Police Department received a grant for $47,326 to support its participation in the Drug Task Force. The Dover Police Department has also received reimbursement for overtime expenses for officers involved in Drug Task Force Investigations within Dover. The Dover Police Department coordinates its drug information and cases with this unit and has achieved several successes.

Crack, a highly potent and dangerous form of cocaine, was seized in four separate investigations this year. The department also investigated and arrested a woman who was receiving marijuana shipments via United Parcel Service.

The department investigated a case in cooperation with the Maine Drug Task Force which resulted in the seizure of over one pound of cocaine and the arrest of one man, who is now doing a 42 month prison term. Another case initiated in Dover, and turned over to the Piscataqua Drug Task Force, resulted in the arrest of a man for sale of a controlled drug and the seizure of 100 doses of LSD in Durham.

A wide variety of other crimes also require a great deal of investigative effort. In separate cases, the burglaries of the Triple A Hardware Store on Central Avenue and a home on Durham Road were both solved, with several arrests resulting. In both of these cases, thousands of dollars worth of antiques, power tools and other property were recovered and returned to the rightful owners.

COMPREHENSIVE RESPONSE TO DOMESTIC VIOLENCE

The City of Dover Police Department has been recognized statewide and nationally for its aggressive and innovative efforts to deal with the problem of domestic violence and abuse. The Dover Program has sought the assistance of many other public and private agencies in this area that deal with domestic violence. This comprehensive program deals with the domestic violence problem through a variety of programs and efforts that support the overall theme of victim safety and batterer accountability. The elements of this program include the following:

- **Jurismonitor ankle bracelet monitoring program.** This program provides for the electronic monitoring of domestic violence suspects on bail and also after Court sentencing. They are required to wear an ankle bracelet that emits a radio frequency that can trigger an alarm in a victim's home if the suspect comes within 150 yards of the location. An alarm is also triggered at the police station. Individuals are required to wear the jurismonitor device for 12 weeks. Nine separate individuals have been required to wear this equipment. On two occasions individuals have approached the prohibited location and set off the alarm. In both of these cases, the violators were subsequently arrested by the police department.

- **Jurismonitor Counseling Program.** The Jurismonitor Program also includes a concurrent 12 week counseling program designed to stabilize the defendant's behavior and prevent further stalking activity. This program is provided by the Strafford Guidance Center in cooperation with the police department.

- **The Dover District Court Victim/Witness Advocate Program** was initiated by the police department to provide assistance and support to victims or witnesses whose court case is going to require a trial. This program, which is the first of its kind in the State of New Hampshire, provides volunteers who can go with the victim to Court, explain the legal process, and provide other support. there are currently 25 volunteers providing these services.

- **The Dover Domestic Violence Task Force** was initiated by the police department and consists of individuals from a wide variety of agencies and programs that work with victims or offenders. The intent is to coordinate a response by all agencies to domestic violence. A just completed protocol has been printed and will likely become a model statewide.

- **The District Court Student Intern Program** provides volunteer students from the McIntosh College Criminal Justice or Paralegal Programs to work at the District Court and provide assistance to abuse victims seeking restraining orders. The six to eight students per semester who provide these services are monitored by the police prosecutor's office.

- Officials from the Dover Police Department continue to be very active in statewide committees and organizations established by the District Court System, the Attorney General's Office, and the Bar Association; in an effort to develop statewide protocols and a state conference on domestic violence. Police Prosecutor George Wattendorf was a member of a statewide panel that was involved in drafting the recently enacted stalking law. Wattendorf was also a member of a five person team of judges and prosecutors sent to a national conference in San Diego with the intent of obtaining ideas for improving New Hampshire's response to domestic violence.

As of this writing, the Dover Police Department continues to develop and improve upon this overall program. Steps are underway to provide mobile phones to victims who are being stalked. The phones will be provided at no cost and will allow a potential victim to immediately contact police in the event a suspect is violating a restraining order. Brochures and posters are also under development that will provide information to victims and potential victims on how they may best protect themselves or seek assistance.

TRAFFIC EDUCATION AND ENFORCEMENT

During 1992, traffic collisions of all types were down significantly. There were 157 accidents in the most serious category (those involving personal injury or extensive vehicle damage), which represents a reduction of 34%. In fact, the 1992 statistics regarding numbers of collisions and numbers of injuries represent a record breaking low for the 15 year period where these types of statistics have been tracked. This significant improvement in the safety of Dover's roadways was a direct result of increased enforcement efforts and a wide array of public education initiatives conducted by the department's Traffic Bureau.

During 1992, 15,887 vehicles were stopped for traffic violations, an increase of 10%. 3,737 traffic citations and arrests were initiated by officers this year, with approximately one third of these issued for speed violations. A hundred and sixty two drivers were also arrested for Driving While Intoxicated, a 42% increase over the prior year.

The department's DWI enforcement effort was aided by a $3,000 grant received from the New Hampshire Highway Safety Agency to pay for extra DWI patrols. Enforcement of traffic laws was supported by a variety of other grants, including $1,900 for the purchase of traffic radar equipment, $1,500 for patrols to enforce crosswalk laws, and $2,625 for the leasing of two motorcycles to be used in traffic enforcement.

The department also cooperated with the New Hampshire Highway Safety Agency as a test site for "drone radar" and as a result, Dover was one of the first locations in New England to have such devices. Drone radars emit traffic radar signal's that set off radar detectors in vehicles over a wide radius. This equipment is extremely efficient because it has the effect of slowing the motoring public down to the appropriate speed limit but does not require personnel to continuously monitor it.

In addition to enforcement efforts, public education relating to traffic safety was a major priority, and was also the beneficiary of several grants to support these projects. Through one grant, the department has obtained and now operates one of the few "Convincers" in New Hampshire. This device allows individuals to ride down a short ramp that simulates a 9 mph collision. In addition to locations throughout Dover, officers also brought the "Convincer" to 43 sites throughout New Hampshire, including 14 high schools. This was possible thanks to a $10,000 Highway Safety Grant that paid for the overtime and other expenses. Specially trained Dover Officers provided lectures to over 1000 high school students during this reporting period.

During this year, the department also initiated a unique program in which drivers issued a summons for violation of the New Hampshire Child Restraint Law may elect to attend a two hour class dealing with Occupant Protection. Of the 257 drivers issued summonses for this violation, approximately half took this option. In a related program, the department established a Child Safety Seat Loaner Program through a cooperative arrangement between Midas Muffler and New Hampshire Highway Safety. The Department received a total of 60 seats which are provided to individuals who attend an Occupant Protection Safety Training Course provided by the department.

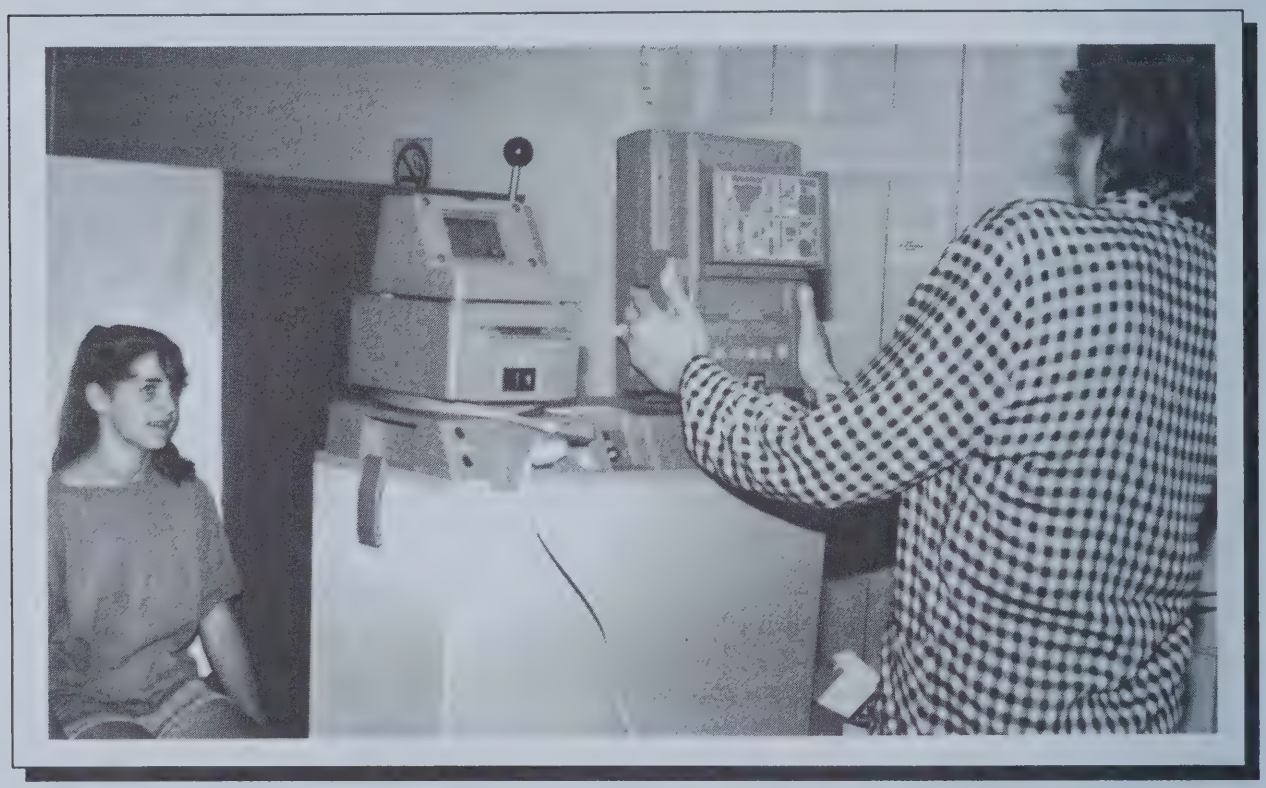
The department also received a $1,500 grant to support the Drug Free Graduation Parties for both local high schools and a second grant was provided to produce a play for high school students. This production called "Walkin the Line" was based on the true life story of a teenage girl killed by a friend who was driving while drunk and drugged. The play was performed by the Hackmatack Theatre Company at both high schools.

The enforcement of parking regulations was also a major activity of the Traffic Bureau during the year. There were 15,745 parking tickets issued during 1992. Parking revenue generated during that period totaled over one quarter million dollars.

COMMUNITY SERVICES AND ASSISTANCE

The Dover Police Department continued to conduct the Drug Abuse Resistance Education (DARE) Program in grades one, three and five as well as at the Dover High School. In addition, Dover Police Officer Ed Correia was the first officer in the State to receive training in the Junior High School DARE curriculum and instruction was immediately initiated at the 7th grade level. During this year a third officer was trained in the basic elementary level DARE curriculum. This training continues to be provided to Dover officers at no charge, and the salaries of two of the three DARE officers are now paid for by Federal Drug Elimination Grants.

A new program initiated during this reporting period works in cooperation with the DARE Program. The Drug Free ID Program provides a laminated photo ID to Junior High School aged youths who complete the required DARE Program and agree to sign a drug free contract. The ID cards are used by the youths to obtain discounts at participating businesses and also to gain admittance to special events conducted by the department's DARE Program. This program has proven to be very popular, and as of this writing, over 400 youths have obtained the ID. The camera equipment for this program was purchased with money forfeited from a convicted drug dealer and the supplies for the program are paid for from a grant provided by the Dover Rotary Club.



A junior high school student is shown above having a picture taken for the DARE/Youth to Youth Drug Free I.D. Program. *(Photo courtesy of Foster's Daily Democrat.)*

During the year, the department continued to conduct its traditional community service programs. In December, 150 food baskets were distributed to needy families throughout the City of Dover. In addition, a large quantity of food was given to local food pantries. The 9th Annual Flatfoot Race was conducted in September. Over 400 runners participated in this event, including 50 youths age 14 or under. The department also continued its programs relating to Crime Watch, Neighborhood Watch, Trading Cards for Children, Tours of the Agency, Public Appearances, Safety Presentations, Law Enforcement Torch Run for Special Olympics, the Women's Safety Program, and the Police Explorer Program for High School aged youths.

The department is also extremely active in the support of local youth sports programs. Proceeds from the Flatfoot Road Race are used to sponsor various teams and often department personnel volunteer their time to serve as coaches or league officials. In this manner the police department is able to support the activities of Little League, Baby Ruth Baseball, Dover Minor League and T-ball, Youth Hockey, DHS Ski Team, PeeWee Football, Youth Soccer, Tyke Basketball, DHS Academic Achiever's Road Race, and Youth Softball.

FIRST POLICE DOG A BIG HIT

The police department's first police dog, Drigon, is proving to be even more successful than expected. Drigon was purchased in 1990 with $1,000 of money forfeited by a convicted drug dealer, and was immediately enrolled in a five month patrol training program and a two month narcotics detection training program.

Since completion of his training, Drigon and his partner ,Officer John Usher, have been utilized on over 200 calls or cases. Drigon is capable of detecting and locating marijuana, cocaine or heroine, and was utilized in all four cases where crack cocaine was seized in Dover last year. In one search of a residence in Dover, he was able to lead police to crack concealed underneath the kitchen sink, even though the drugs had been heavily bound in electrical tape and packaged with orange peels to mask the scent.

Drigon has also been trained to track suspects and locate evidence. Very early on after his training, Drigon was able to locate the handgun used in the robbery of the Dicicco's Market, even though a thorough search by officers and the use of a metal detector had failed to uncover the weapon. In another case, Drigon was involved in an eight mile tracking of several suspects involved in an attempted burglary and the theft of a vehicle. Despite the best efforts of the suspects to double back and attempt to lose the dog, four suspects were arrested four hours later.

In another case, a pursuit was initiated in Dover and wound up with the suspect being chased through Newmarket. After the suspect crashed in the vehicle and ran into the woods, Drigon was called in. Drigon was able to follow the suspect's scent through the woods and a very marshy area, despite falling through the ice and becoming completely submerged at one point. Drigon eventually located and apprehended the suspect who kicked and punched the dog. The suspect was also charged with assaulting Drigon.



Officer John Usher is shown above with Drigon, the Police Department's first police dog.

OTHER ACTIVITIES OF INTEREST

In March of 1993, the Dover Police Department was re-accredited by the Commission on Accreditation for Law Enforcement Agencies, inc. of Fairfax, Virginia. This agency is the only nationally recognized accrediting body for law enforcement. The Dover Police Department was first accredited in 1988, and at that time was the first to receive such recognition in the State of New Hampshire and only the 62nd in the United States. Because of the department's early involvement in this process, police department personnel have been requested to participate in a review and update of the national law enforcement standards. The department has also been providing assistance and direction to the New Hampshire Police Standards and Training Council which is in the process of designing and implementing a statewide accreditation program that is intended to help police departments move towards compliance with the national standards for the law enforcement profession.

Respectfully submitted,

William W. Fenniman, Jr.
Chief of Police

DOVER PARKS AND RECREATION

The Parks and Recreation Department continued to meet the challenge of providing quality recreational services to the community. We addressed major facilities maintenance issues and began upgrading our parks and playgrounds to meet safety standards and ADA requirements.

Two summer youth programs gave a big boost in upgrading two of our parks.We received a grant for the Garrison Hill Conservation Project. This project fully funded one crew of ten workers, two staff, tools and materials. They spent six weeks clearing the south side of the hill. They constructed a shelter, fence and bird houses. The second project included two crews of ten workers and one crew leader for each crew. The funding was made possible through New Hampshire Job Training. The youth spent six weeks at Bellamy Park clearing the entrances and former beach area.

In August, we assisted the Greater Dover Chamber of Commerce in the organization of the celebration for our U.S. Olympic Athletes. Jenny Thompson, a Dover resident, and Cathy (Schiro) O'Brien, a former Dover resident, were both honored for their accomplishments at the 1992 Summer Games. A parade came through town to the courtyard. Recognition and presentation of gifts were given to the athletes by Governor Judd Gregg and several other dignitaries.

After twenty-six years of service to the City, Edna Dewhirst retired from the Parks and Recreation Department. She had served three former directors, and during that time saw many changes. Mrs. "D", as everyone calls her, was an outstanding employee and the city should be proud and thankful for her many years of dedicated service.

PARKS

The Parks Division was kept very busy with the upkeep of the facilities and parks. The Bandshell, located in Henry Law Park, was renovated. The twenty-five year old structure was showing signs of deterioration. The main supports were reinforced and rotted wood replaced.

At Maglaras Park, a new road was built and a fence erected at the entrance of the park. A gate, constructed by the maintenance crew, was installed at the entrance of the park. The crew also began making new signs for all of the parks.

A large percent of the overtime account was spent on snow removal. The crew also helped public works clear the downtown area and constructed posts for the replacement of mailboxes. The snow removal caused drainage problems at Guppey Park Softball field. The stockpile of snow from the arena and pool parking lot did not melt until late spring. The melting snow continued to drain toward the ballfield area.

PLAYGROUNDS

We went out to bid for three pieces of playground equipment. The first piece of equipment was purchased to replace an old and unsafe wooden structure at Applevale Park. The second replaced an old slide and expanded the tot lot at Henry Law Park. The third piece is new and will accommodate the residents near Maglaras Park, and the public using the park. All three pieces meet safety standards and ADA requirements.

We had over four hundred youth registered in summer playground programs. Due to budget constraints, the weekly trips to the State Parks were eliminated. Thanks to a donation from Spinelli Companies, Inc., we were able to keep all the playgrounds open this year. The daily activities began in the morning in the neighborhood playgrounds. In the afternoon, the youth were bused to Guppey Park Pool for swimming, softball, arts and crafts, and other various activities. Several youth also participated in the Hershey Track and Field Meet in Rochester. Playground participants conducted fund raising activities to help subsidize their annual trip to Canobie Lake Park. These events included the carnival, ice cream smorgasbord and playground dances.



LEFT: U.S. Olympians. Jenny Thompson and Cathy (Schiro) O'Brien being honored fortheir accomplishments at the 1992 Summer Games with a parade through the city ending at the courtyard.

BELOW: HARD AT WORK! Youth volunteers lend a hand to upgrade our parks.



Forty teens registered and participated in the new "Teen Adventure Program". The purpose of the program is to give the older playground participants an opportunity to experience activities that are more interesting and challenging for their age group. In addition to the daily activities, and swimming at Guppey Park Pool, they went hiking, overnight camping, and whitewater rafting. The program was a great success.

TENNIS PROGRAM

The tennis program was held at the Woodman Park Courts. All skill levels were offered to youth and adult. The four two-week sessions were filled to capacity. A tournament was held at the end of the program with trophies awarded to the winners.

The team tennis program was held at the High School tennis courts. Participants in this popular program are mostly adults. The program gives the player an opportunity to play and compete with individuals who have various levels of skills. A Fourth of July tournament was held for adults. Even though the participation was low, those who competed had a great time.

BUTTERFIELD GYM

The gym was in great demand, especially during basketball season. We utilized the school gyms on a regular basis for several of our programs. Activities provided included basketball, volleyball, aerobics, floor hockey, indoor soccer, tournaments, special events, and private rentals. These programs were available to all youth, adults and seniors.

The Butterfield Gym was closed for two weeks for maintenance. In addition to the routine cleaning and painting, we resurfaced the gym floor. The balcony benches were removed and the hardwood floors were sanded and treated.

The Teen Center continued to attract a number of teens after school. The game room, lounge, weight room, and gym were usually available to them on a daily basis. They also participated in field trips, craft projects, teen overnights, and the Christmas Parade. The float received first prize in the Youth Division.

Kinder Gym continued to be popular with the preschool age children. Arts and Crafts was added this year. The program includes activities to promote coordination, movement, and fitness. Berwick Academy and My School rented the gym on a regular basis for a structured program. Our staff provided and conducted the activities for these two programs.

A Halloween decorating contest replaced the window decoration contest. We had a good response of participants from both the residential and business communities. On beggars night, a Spook Carnival and costume contest was held in the gym for the younger children and a teen dance was held later that evening for the older children.



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Vacation camps were held during the February and April school vacations. This provides working parents a place for their children to be and participate in supervised activities. The daily activities included games in the gym, swimming, skating, and arts and crafts. A field trip was also part of the program.

To accommodate basketball and several other programs, our department utilizes the school and Butterfield gyms to their full capacity. The sports programs have grown substantially over the last few years. In order to establish an in-house league, the Jr. High Boys Basketball traveling team was eliminated. We accommodated five teams instead of one which now allows seventy-five boys to play ball. The Tyke League consisted of five boys' teams and three girls' teams. This program has grown by two teams which represents twenty-four youths. Phil Christie, of Christie's Interior, was very generous in supplying the trophies for this program.

INDOOR POOL

After years of constant breakdowns and expensive repairs, the dehumidification unit was replaced in the Spring. There was an immediate change in the atmosphere to the nautorium. The new unit is doing a great job in regulating the humidity and providing air exchange. The patrons are happy to enjoy a more comfortable and enjoyable environment.

Over fifteen hundred individuals participated in swimming lessons. The pool offered all levels of swimming lessons to all ages ranging from infants to senior citizens. Competitive swimming for youths and adults was also available. The water exercise program had an average of twenty participants per day. Scholarships for swim lessons were available through the Henry Law Trust Fund for those who qualified.

Special events included a haunted movie at Halloween and the annual New Hampshire Special Olympic Swim Meet in the Spring. There were one hundred swimmers and divers competing at our facility. A free lunch was served at the Elk's Hall after the competition. This year's recipient of the "Victor Zetterberg Award" was presented to Butch Frank. We are very dependant and appreciative of the support from the community and several organizations in making this a successful event.

Several schools utilized the pool for physical education classes and field trips. Other rental groups included Seacoast Swim Association, Scuba, and private rentals.

GUPPEY PARK POOL

There was a two week delayed opening of Guppey Park Pool. This was due to the renovation of the pool and deck. The pool was resurfaced and the target and lane lines received new tiles. The pool deck was removed and a new one installed. Contractors told us we were fortunate to have gone over ten years without major repairs. Routine maintenance during the last eighteen years is credited to the prolonged life of the pool. The work was completed by the first of June just in time for our Summer schedule.

There were three major swim meets which included the Granite State Swim Meet in August. The Seacoast Swim Association conducted their daily practices in the mornings. Public swimming was offered at lunchtime, afternoon and early evenings. The pavilion and pool time were rented to several groups throughout the Summer.

CAMP SUN 'N FUN

The day camp program is an eight-week program based at Bellamy Park. There was a slight decline in enrollment. The number of people out of work and a tight economy seems to have affected this program. The daily activities included swimming, arts and crafts, fishing, hiking and other related outdoor endeavors. Campers went on a weekly field trip, usually to a State Park or museum. Thanks to the generous donation from the Dover Rotary, twelve scholarships were awarded to individuals who could not afford camp. The scholarships provided opportunities for boys and girls to experience a camp atmosphere.

SPECIAL EVENTS

The Fourth of July funding was cut from the budget. Funds were transferred from the playground shirt account. Cancellation of the weekly playground trips allowed us to cut back from purchasing the shirts. We are very grateful to the Greater Dover Chamber of Commerce for providing the band. The evening ended with young and old enjoying a spectacular display of fireworks.

We assisted the Greater Dover Chamber of Commerce with the Apple Harvest Festival. The day began with a pancake breakfast and entertainment in the courtyard. Craftors displayed and sold their wares all along Central Avenue down to Henry Law Park. The Apple Pie Contest featured home baked pies from the adult and youth divisions. New to the festival this year was an art and quilt exhibition in the Butterfield Gym and a Volksmarch and Volkswim. The Park was filled with vendors, entertainment and children's activities.

The annual Christmas Tree Lighting was held the first weekend in December. An arts and crafts session was held prior to the lighting to give everyone the opportunity to make a decoration for the tree. Everyone gathered around the tree and listened to the tree speak. The chorus groups from the elementary schools each sang Christmas carols. A surprise visit from Santa Claus arrived just in time to give each child a candy cane. The Ski/Skate Sale was held on the same weekend with great success. The Dover High Ski Team assisted us with this fundraiser. The proceeds helped fund the Dover High School Ski Program and the Parks and Recreation Department.



HI SANTA!

In May a bicycle rodeo was held at Woodman Park. Recreation staff registered bicycles and conducted a bicycle safety check and minor repairs. The police department conducted a safety course. The parents took advantage of the $15.00 coupons provided for the purchase of helmets valued at $30.00 This was made possible by a grant from the rehabilitation center fund of the Greater Piscataqua Community Foundation.

Other events included a fishing derby at Willand Pond and an Easter Egg Hunt. In the Spring, we also began our plans to conduct a duck race.

ANNUAL REPORT
1992-1993

The staff has done an excellent job in maintaining the safety and quality of programs. The Advisory Board has been a great help in representing the community and advising us on the needs of the community. I am thankful for the support from the citizens through their volunteerism and the donations from the business community. I am grateful to my fellow department heads and their staffs for their continued network and resource sharing.

Respectfully submitted,

Cova M. Greig
Director of Parks & Recreation



Left: **Lending a helping hand with the finishing touches.**



Right: **Proud of their "First Place" entry in the annual Dover Christmas Parade.**

PUBLIC WORKS

I am pleased to submit the Annual Report for the City of Dover Public Works Department for the fiscal year ending June 30, 1993. I am pleased to report that even though we cut our budget by 16% in 1992, we were able to level fund that amount through 1993 and through greater efficiencies, were successful in supplying the same quality services.

The implementation of a computerized work order system on October 2, 1992 showed our business increased by 12%. The departments eight divisions received 1,677 requests last year, and resolved 93% of them. The items that could not be completed were major in nature and had to be factored into future Capital Project requestswith projected costs of 43 million. These projects will be implemented depending on fund availability.

In addition to our normal operating budgets totaling 6.7 million, the City Council voted to fund $500,000 in road improvements and $239,000 in sidewalk improvements. With these and previously approved capital projects we had our most successful summer construction season ever with over 1.5 million dollars worth of work. According to our computerized Roadway Management System, we covered 45 out of 394 sections of roadway, which will mean fewer patch jobs through next winter.

The water system delivered 870.27 million gallons of clean and treated drinking water.

The Wastewater Treatment system collected and treated 846.84 million gallons of water.

3,885 tons of solid waste and 1,557.45 tons of recyclables were picked up. 174,800 - 15 gallon bags, 348,140 - 30 gallon bags and 4,169 special waste tags were sold.

The next pages will list the major work accomplishments of the respective Divisions along with their regular duties of keeping Dover's infrastructure in good repair.

1993 PROJECTS

Roadways below had bad sections excavated and replaced, good sections crack sealed and shimmed and were then overlaid with new pavement.

Horne St. (Sixth to Glenwood)
Sixth St. (Whittier to Glenwood)
Chestnut St. (Washington to Central)
Central Ave. (Oak St. to Week's Traffic Circle)
Old Rochester Rd. (Exit 9 to Somersworth line)
Portland St. (Main to Portland Ave.)
Portland Ave. (Portland St. to Oak St.)
Central Ave. (Silver St. to Washington St.)
Silver St. (Exit 8 to Central Ave.)
Durham Rd. (Back River Rd. to Mast Rd.)
Bellamy Rd. (Rte 108 to Sunset)
Piscataqua Rd. (Spruce Lane to Madbury Line)
Tolend Rd. (Watson Rd. to Glenhill Rd.)

New sidewalks were built in the following locations:

Durham Rd. (From Alumni Dr. to Mast Rd.)
Garrison Rd. (From School to Austin Dr.)
Central Ave. (From Quaker Mtg. House to Watson Lane)
Central Ave. East side (From Williams to Silver St.)
Central Ave. West side (Silver St. to Kirkland St.)
Rutland St. (Silver St. to Cataract)
Mt. Vernon St. (Sixth St. to Roosevelt)
Columbus Rd. (Full depth reconstruction -200' curve)

A new 8" waterline installed on Bellamy Rd. from Sunset to Knox Marsh Rd. A new 2000' - 8" waterline was installed on Dover Pt. Road from the Registry to the end of the point by Hilton Park.

400' of new 12" waterline was installed on Portland Ave. from 300' North of Rogers St. to 200' short of the Arena.

A new 24" drainage system was installed extending the existing pipe from Rutland St. to out in back of Austin Concrete.

Prior to reconstruction, cross pipes on the Durham Rd. were extended, and a new rock lined ditch was installed opposite Alumni Drive.

Prior to reconstruction, a new storm drain system was extended on Old Rochester Rd. to 300' North of Cranmore.

On Ash St. Extension, a new combination storm and underdrain system was installed from Horne St. to its end.

Henry Law Ave. opposite McKone Lane received 300' of ditch work and a new driveway culvert at house #215. In addition, McKone Lane was graded and 2" of cold-reconstituted roadway pavement was applied by grader and rolled.

Sewer Department separated Cleary's Cleaners sewer from Central Ave. and installed a new sewer through Prescott Farms lot to Locust St.

The Sewer Department replaced Mill St. force main by the pump station. At Varney Brook the 18" sewer under the turnpike had to be replaced with hydensity poly during the relining of the turnpike culverts.

On Central Ave. two catch basins were separated from the sewer and routed to William St. for a future storm drain prior to the Central Ave. paving.

Intersection improvements, islands, sidewalks and traffic lights were installed at two locations:

Central & Silver St.
Central & Oak St.



(Photo Courtesy Foster's Daily Democrat)

With all the above work going on, the Engineering, Highway, Water & Sewer Divisions were kept busy making sure structures were properly set prior to paving along with their other day to day work and the 1,677 work orders for the year.

Respectfully submitted,

James Richards, P.E.
Director of Public Works



Dover Public Works personnel Bob Keays, left, and Shawn McLean work on one of two water main breaks on Central Avenue at Washington Street. ***(Photo Courtesy Foster's Daily***

SUPERINTENDENT OF SCHOOLS

The following report to the School Board and citizens of Dover highlights some of the activities, successes, and concerns of the School Department for 1992-93. Those who have questions or who wish to learn more about the schools should call me at 742-6400.

Total Quality Management

In November, 1992, the School Board endorsed the pursuit of Total Quality Management (TQM) as an operating philosophy for the district. In doing so the School Board noted that TQM encompasses continual school improvement, meeting and exceeding the needs of customers, site-based decision making, and collaboration. During the year school staff members worked to make TQM a reality in the district with the understanding that it will take the district much longer to achieve full implementation.

Vision Statement

As part of the TQM effort the School Board began the process of developing a statement that would characterize the School Board's perception of the district and its outlook for the future. With the help of a facilitator and with the participation at several meetings of staff members, a City Councilor, and members of the public, the School Board adopted the following vision statement for the district:

Dover Schools - The Center of the Community

The Dover School District is the center of a dynamic community dedicated to developing individual potential and self-esteem through education. We are committed to creating a diverse learning environment, emphasizing collaboration and innovation. Our schools will develop lifelong learners and responsible citizens.

Curriculum and Instruction

Several secondary mathematics and science teachers spent part of the summer both preceding and following the school year developing curriculum offerings with a technical orientation for students likely to enter two-year or four-year schools following high school. The teachers, who are part of a program called Tech Prep, focused on a practical, hands-on approach to teaching that will have implications for all students studying mathematics and science.

Middle School Concept

For several years the School Board and the school department studied and debated the issue of converting Dover Junior High School to a middle school. While junior high schools and middle schools share the same age students and many of the same educational goals and practices, middle schools have features specially designed to meet the needs of adolescents in a variety of ways. Typical middle schools employ a variety of instructional methods, flexible scheduling, cooperative planning among groups of teachers, interdisciplinary studies, and increased opportunities for teacher-student guidance. In July the School Board approved a resolution endorsing a change in concept for the junior high school from a traditional junior high to a middle school and directed the administration to begin immediately the planning and staff development necessary to implement the change in the 1993-94 school year. Accordingly, the junior high staff began a year-long process of preparing for the change. Parents, teachers, administrators, and School Board members participated in a series of transition meetings and school visitations that lasted throughout 1992-93 and would culminate in implementation the following year.

Early Childhood Education

When President Bush and our nation's governors established their six national goals for education, their first goal was "All children in America will start school ready to learn." Among Dover's responses to the challenge of this goal was the establishing in November of a Dover Ready to Learn Task Force composed of people representing a wide spectrum of the community. With the support of a grant District Curriculum Coordinator Murray Ingraham and Chapter l Coordinator Jean Briggs brought together representatives from health services, education, child care, social services, housing, mental health, and others to work with a facilitator from the University of New Hampshire in exploring ways to promote the well-being of very young children. A chief concern of the group was the lack of a public kindergarten in Dover, but their concerns went beyond kindergarten. The task force worked throughout the year and will continue into the foreseeable future with plans for collaboratively offered services high on their agenda. I expect to see much more of these collaborative efforts in the future since it has become increasingly clear to me that schools alone cannot meet all the expanding needs of children.

School Safety

The issue of school safety was very much on the minds of school personnel, parents, and students this year. While discipline has always been somewhat of an issue in schools, real concerns about safety have generally not been notable outside of urban settings. This year, however, people began to have a growing concern about safety even in small communities like Dover.

This year there were a number of incidents at the junior high school coupled with some tragic incidents in Massachusetts and Maine that heightened community awareness of school safety. The result of these incidents and the heightened awareness of student behavior was a concerned community, anxious parents, fearful students, frustrated teachers, and beleaguered administrators.

To address the problem the School Board and school staffs worked with parents and other community members to develop a reasoned and effective five-part approach:

1. We made it clear that we believe we have a responsibility to provide a safe and secure learning environment for our students and a safe and secure working environment for our employees. We determined to make school safety an explicitly stated district priority.

2. We agreed that our staff must be firm and consistent in dealing with disruptive behavior, that there needs to be a quick, firm response that says we will not tolerate disruptions to safety or the learning environment in our schools.

3. We decided that we must train our staff members to handle anything that threatens a safe and secure environment.

4. We expressed the need to teach students the skills to resolve conflicts, frustrations, and disagreements appropriately.

5. We resolved to provide for those students who need support to make it in school.

By the end of the year school staffs had begun to implement many of the provisions of the approach. Others, like an alternative program for junior high school age students, would be implemented in 1993-94. Time will be the judge of the effectiveness of this approach, and if other measures need to be taken, they will be. Meanwhile, Dover students, parents, teachers, and community members know that Dover will not tolerate threats to school safety.

Enrollment

Student enrollment in 1992-93 reached 3348, its highest level in ten years, with an increase of 83 students over the previous year. While the enrollment grew at every level, the junior high school had the largest increase, opening with 66 more students than it had the year before. The higher enrollment at the junior high school, coupled with the continued presence of sixth graders at the school, placed extra pressure on the staff and administrators there to accommodate the additional students while planning for a programmatic change the following year.

Space Needs

Along with the need for kindergarten, the need for current and future space remained an important issue for Dover's schools in 1992-93. The elementary schools were able to accommodate their enrollments with the continued help of four modular classrooms at Horne Street School and two at Garrison School. The junior high school, however, suffered from both crowding within the building and a lack of physical education space outside. Only the high school provided truly adequate facilities for its students. At the end of the year solving the space needs problem continued as a top priority for the district.

Capital Improvements

The City Council responded to critical needs at Garrison School during the year and approved a transfer of funding from other school capital projects to replace both a boiler and the roof at Garrison School.

Horne Street School Library

The year saw two notable occurrences involving the library at Horne Street School. In December the school surprised its beloved former principal by dedicating the library as the James D. McShane Library, and in May plans for the long awaited library renovation project were approved as a capital improvement. Work began on the project as the students left for their summer vacation in June.

Facilities Committee

In March, at the request of Business Administrator Marie Walton, the School Board approved the formation of a facilitiescommittee to assist the department in decisions involving the planning, care, and maintenance of school facilities. In response to an appeal for citizen volunteers several people came forward, and in April the School Board appointed a committee with school and community representation.

Food Service

Few citizens realize that the school system operates the largest "restaurant" in the city, providing more than 1200 federally approved lunches per day in 1992-93. In addition students at the junior high school and high school may purchase a la carte meals, and students at four of the schools have available federally approved breakfasts. Over 130 children per day availed themselves of that opportunity this year. Thanks to a dedicated group of staff members and a very competent food service administrator the entire food service program was run again this year without any subsidy from local taxes.

Transportation

Dover bused over 60% of its students to and from school in 1992-93. In addition to more than 1800 public school students the district also provided transportation, as required by law, for over 150 Dover students enrolled in non-public schools in the city. This year we contracted with an outside non-profit firm for the transportation of nearly 70 students with disabilities in a move to make our transportation more cost-effective. The School Board contemplated a similar move for regular and extracurricular transportation but could not justify the cost in either dollars or service.

Japanese visit

In October Dover schools were visited by a group of 18 Japanese educators who spent three days learning about American education from their Dover counterparts. Dover was selected by the Japanese Ministry of Education and agreed to host the group which focused on American elementary educational practices.

New Principal

With the retirement of Horne Street School's Jim McShane after more than 30 years as principal, the district was left with the difficult task of finding a person who could step into his shoes. A selection committee composed of representatives from the school's staff, the School Board, and the community reviewed the applications of over fifty people who expressed an interest in the position. In the end Barbara Watts, a school administrator from Raymond, was selected and took over the reins of the school in September.

Congratulations

- to Dover High School senior Anthony Cordeiro for being named a merit finalist in the National Merit Scholarship Qualifying Test and to senior Gregg Smith for receiving New Hampshire's Thom McAn Scholar Athlete Award.

- to parent volunteer Linda Smart for receiving the 1992 Governor's Volunteer Recognition Award for her extraordinary help on behalf of our schools.

- to Garrison School music teacher Sue Hodgson for being named by the Dover Business and Professional Women's Club for their Woman of Achievement Award.

- to General Electric's Elfun Society for their generous contributions to the renovating of the Garrison School library.

- to Liberty Mutual for hosting a reception for school department staff members and retirees.

- to Jean Briggs and the Chapter I program for being recognized for state honors for their family school involvement program.

- to the Woodman Park Students who designed and produced calendars for the residents of Waldron Towers.

- to the Dover High School Student Council which collected 1285 cans of food for the needy, to the Dover High School Student Council for their participation in the Toys for Tots program, and to the district's music department which collected $2100 for the Dover Friendly Kitchen during their holiday concerts.

- to all of those students, parents, and staff members whose achievements in 1992-93 are not mentioned here but whose contributions help make Dover schools what they are.

In closing, I would be remiss if I did not recognize the many extraordinary teachers, administrators, and support staff with whom I work. They are truly the strength of the school system and the reason it functions smoothly. Special thanks must go to our School Board whose members work tirelessly on behalf of children and on behalf of Dover. I have been fortunate to work with them, and Dover has been fortunate to benefit from their unselfish service.

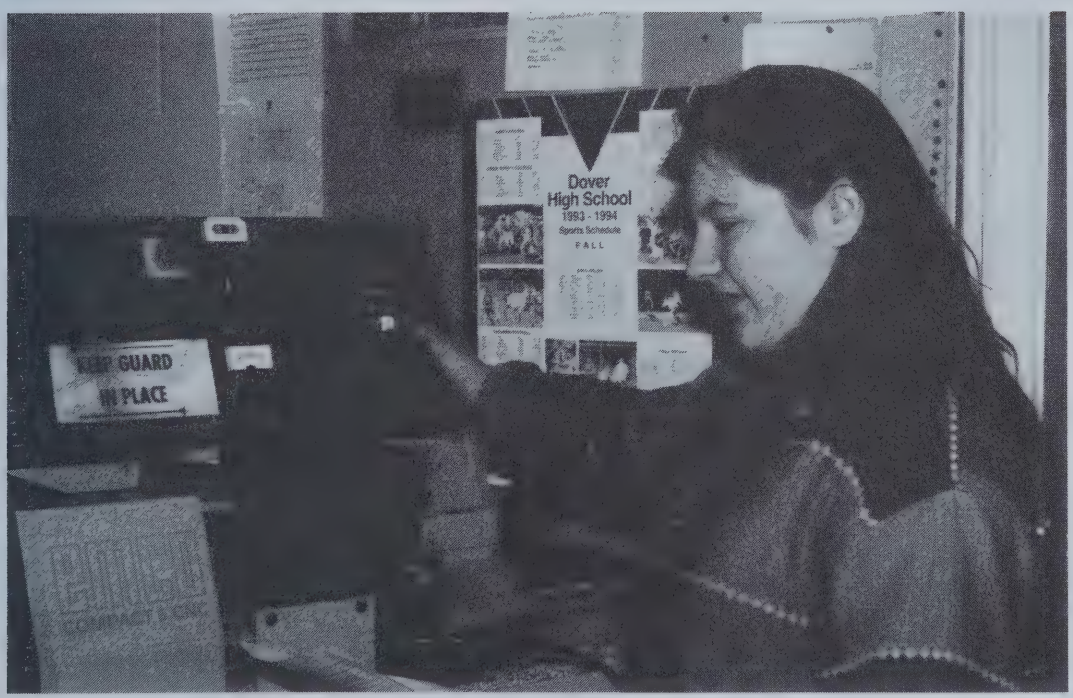
Gerald A. Daley

Superintendent of Schools



ABOVE: Dover High School's Academic Acheivers in English for December 1993. From left to right: *(Front row)* Katherine Schulten, Kearston Parker, Jennifer Alford and Eric Cyr. *(Second row)* Sarah Mount, Michelle Gahan, Evan Hourihan, Phillip LaMarre and Sam Jolly. *(Third row)* Dana Pontbriand, Joseph Ogle and Joshua Gronblom.

BELOW: Dover High Machine Trades student.





LABOR OF LOVE! STUDENTS AND PARENTS WORK TOGETHER TO BUILD A NEW PLAYGROUND AT HORNE STREET SCHOOL.



MELANSON, GREENWOOD
& COMPANY, P.C.
CERTIFIED PUBLIC ACCOUNTANTS

INDEPENDENT AUDITORS' REPORT

To the Honorable Mayor and City Council
City of Dover, New Hampshire

We have audited the accompanying general purpose financial statements of the City of Dover, New Hampshire, as of June 30, 1993, and for the year then ended. These general purpose financial statements are the responsibility of the City's management. Our responsibility is to express an opinion on these general purpose financial statements based on our audit.

We conducted our audit in accordance with generally accepted auditing standards and Government Auditing Standards, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the general purpose financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the general purpose financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall general purpose financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

The financial statements referred to above do not include the General Fixed Asset Group of Accounts, as required by generally accepted accounting principles.

In our opinion, except for the effects of the item described in the third paragraph, the general purpose financial statements referred to in the first paragraph present fairly, in all material respects, the financial position of the City of Dover, New Hampshire, as of June 30, 1993, and the results of its operations and cash flows of its proprietary and similar trust fund types for the year then ended in conformity with generally accepted accounting principles.

Melanson, Greenwood & Company

Nashua, New Hampshire
August 26, 1993

CITY OF DOVER, NEW HAMPSHIRE

Combined Balance Sheet -
All Fund Types and Account Group

June 30, 1993

	Governmental Fund Types			Proprietary Fund Types		Fiduciary Fund Types	Account Group	Totals (Memorandum Only)
	General	Special Revenue	Capital Project	Enterprise	Internal Service	Trust and Trust and Agency	General Long Term Debt	
ASSETS								
Cash	$ 1,005,453	$ -	$ 5,099	$ 400	$ -	$ 23,806	$ -	$ $1,034,758
Investments	3,661,653	-	-	-	-	1,483,413	-	5,145,066
Taxes receivable	5,595,489	-	-	-	-	-	-	5,595,489
Accounts receivable:								
User charges	-	-	-	671,291	-	-	-	671,291
Special assessments	-	-	-	2,079,804	-	-	-	2,079,804
Other	259,779	43,942	-	-	-	15,871	-	319,592
Unbilled revenue	-	-	-	705,000	-	-	-	705,000
Notes receivable	-	532,040	-	76,195	-	-	-	608,235
Due from other governments	3,174	210,053	166,827	16,340,825	-	-	-	16,720,879
Due from other funds	-	221,359	1,169,876	1,261,537	314,306	34,057	-	3,001,135
Advance to other funds	307,000	-	-	-	-	-	-	307,000
Inventories	-	26,559	-	186,321	28,044	-	-	240,924
Investment in land	-	-	-	2,139,775	-	-	-	2,139,775
Prepaid expenses	-	-	-	64,874	19,726	-	-	84,600
Other assets	26,001	-	-	-	-	-	-	26,001
Property, plant and equipment	-	-	-	56,103,154	-	-	-	56,103,154
Amounts to be provided for retirement of general long-term debt	-	-	-	-	-	-	12,018,102	12,018,102
Amounts to be provided for hazardous waste site clean-up	-	-	-	-	-	-	8,166,667	8,166,667
Property and rights held under deferred compensation plan	-	-	-	-	-	113,503	-	113,503
Total Assets	$ 10,858,549	$ 1,033,953	$ 1,341,802	$ 79,629,176	$ 362,076	$ 1,670,650	$ 20,184,769	$ 115,080,975

(Continued)

See accompanying notes to financial statements

	Governmental Fund Types			Proprietary Fund Types		Fiduciary Fund Types	Account Group	Totals (Memorandum Only)
	General	Special Revenue	Capital Project	Enterprise	Internal Service	Trust and Trust and Agency	General Long Term Debt	
LIABILITIES AND FUND EQUITY								
Liabilities:								
Accounts payable	$ 913,559	$ 109,500	$ 75,697	$ 110,433	$ 13,311	$ 51,970	$ -	$ 1,274,470
Accrued liabilities	1,467,492	42,913	-	884,086	-	-	1,786,483	4,180,974
Deferred revenue	3,876,359	532,556	-	667,233	-	-	-	5,076,148
Due to other funds	2,745,913	-	27,632	227,590	-	-	-	3,001,135
Advance from other funds	-	-	-	217,500	89,500	-	-	307,000
Notes payable	2,400,000	-	-	2,350,000	-	-	-	4,750,000
General obligation bonds payable	-	-	-	24,768,381	-	-	10,231,619	35,000,000
Liability for hazardous waste-site cleanup	-	-	-	-	-	-	8,166,667	8,166,667
Other liabilities	-	-	-	-	-	966	-	966
Obligations to employees under deferred compensation plan	-	-	-	-	-	113,503	-	113,503
Total Liabilities	11,403,323	684,969	103,329	29,225,223	102,811	166,439	20,184,769	61,870,863
Fund Equity:								
Contributed capital	-	-	-	41,509,031	-	-	-	41,509,031
Retained Earnings:								
Reserved for claims	-	-	-	-	300,000	-	-	300,000
Unreserved	-	-	-	8,894,922	(40,735)	-	-	8,854,187
Fund Balances:								
Reserved For:								
Endowments						803,780		803,780
Encumbrances	164,103	241,444	134,469	-	-		-	540,016
Advances	307,000	-	-	-	-	-	-	307,000
Other purposes	-	22,346	-	-	-	-	-	22,346
Expenditures	64,756	-	-	-	-	-	-	64,756
Unreserved	(1,080,633)	85,194	1,104,004	-	-	700,431	-	808,996
Total Fund Equity	(544,774)	348,984	1,238,473	50,403,953	259,265	1,504,211	-	53,210,112
Total Liabilities and Fund Equity	$ 10,858,549	$ 1,033,953	$ 1,341,802	$ 79,629,176	$ 362,076	$ 1,670,650	$ 20,184,769	$ 115,080,975

See accompanying notes to financial statements.

CITY OF DOVER, NEW HAMPSHIRE

Combined Statement of Revenues, Expenditures and
Changes in Fund Balance -
All Governmental Fund Types and Expendable Trust Funds

For the Year Ended June 30, 1993

	Governmental Fund Types				Fiduciary Fund Types	
	General	Special Revenue	Debt Service	Capital Project	Expendable Trust	Totals (Memorandum Only)
Revenues:						
Taxes	$ 25,597,482	$ -	$ -	$ -	$ -	$ 25,597,482
Licenses and permits	1,609,607	-	-	-	-	1,609,607
Fines, forfeits and penalties	858,873	168,358	-	-	-	1,027,231
Use of money and property	271,226	-	-	-	39,580	310,806
Intergovernmental	1,107,198	1,751,921	172,595	300,000	-	3,331,714
Current services	543,798	996,535	-	-	-	1,540,333
Education (including state and federal grants)	3,538,564	45,831	-	-	-	3,584,395
Other revenue	120,710	112,294	-	-	86,802	319,806
Total Revenues	33,647,458	3,074,939	172,595	300,000	126,382	37,321,374
Expenditures:						
Current Operations:						
General government	2,798,411	-	-	-	-	2,798,411
Public safety	4,189,905	380,843	-	-	-	4,570,748
Public works	2,036,627	441,694	-	-	-	2,478,321
Culture and recreation	1,107,985	34,727	-	-	-	1,142,712
Community services	262,607	488,657	-	-	-	751,264
Education	16,152,908	1,578,932	-	-	-	17,731,840
Human services	330,612	-	-	-	-	330,612
Intergovernmental	2,322,319	-	-	-	-	2,322,319
Abatements	497,561	-	-	-	-	497,561
Other	23,706	-	-	545	-	24,251
Capital outlay	-	-	-	842,599	59,344	901,943
Debt Service:						
Principal	-	-	1,298,388	-	-	1,298,388
Interest	381,565	-	798,820	-	-	1,180,385
Total Expenditures	30,104,206	2,924,853	2,097,208	843,144	59,344	36,028,755
Excess (deficiency) of revenues over expenditures (carried forward)	3,543,252	150,086	(1,924,613)	(543,144)	67,038	1,292,619

See accompanying notes to financial statements.

(Continued)

	Governmental Fund Types				Fiduciary Fund Types	
	General	Special Revenue	Debt Service	Capital Project	Expendable Trust	Totals (Memorandum Only)
Excess (deficiency) of revenues over expenditures (brought forward)	3,543,252	150,086	(1,924,613)	(543,144)	67,038	604,587
Other Financing Sources (Uses):						
Operating transfers-in	30,000	41,100	1,924,285	500,000	210,343	2,705,728
Operating transfers-out	(2,726,985)	-	-	-	(30,000)	(2,756,985)
Total Other Financing Sources (Uses)	(2,696,985)	41,100	1,924,285	500,000	180,343	(51,257)
Excess (deficiency) of revenues and other sources over expenditures and other uses	846,267	191,186	(328)	(43,144)	247,381	553,330
Fund equity, July 1, 1992, as restated	(1,391,041)	157,798	328	1,281,617	453,050	501,752
Fund Equity, June 30, 1993	$ (544,774)	$ 348,984	$ -	$ 1,238,473	$ 700,431	$ 1,055,082

See accompanying notes to financial statements.

CITY OF DOVER, NEW HAMPSHIRE

Statement of Revenues, Expenditures and Encumbrances -
Budget and Actual - General Fund - Budget Basis

For the Year Ended June 30, 1993

	Amended Budget	Actual	Encumbrances June 30, 1993	Variance Favorable (Unfavorable)
Revenues:				
Taxes	$ 24,954,472	$ 24,976,488	$ -	$ 22,016
Licenses and permits	1,463,574	1,609,607	-	146,033
Fines and forfeits	803,665	858,873	-	55,208
Use of money and property	374,118	271,226	-	(102,892)
Intergovernmental	1,068,533	1,137,198	-	68,665
Current service charges	567,477	543,797	-	(23,680)
Education (including state and federal grants)	3,319,896	3,538,564	-	218,668
Other revenue	68,155	120,710	-	52,555
Total Revenues	32,619,890	33,056,463	-	436,573
Expenditures and Encumbrances:				
General Government:				
City council	34,332	33,181	-	1,151
Executive department	180,965	177,322	1,457	2,186
Finance department	267,875	265,729	867	1,279
Tax collection	114,216	111,396	-	2,820
Assessing division	93,355	92,529	550	276
City clerk	104,059	102,163	1,865	31
Elections	48,812	48,751	-	61
Legal department	78,716	75,679	-	3,037
Insurance and retirement	1,967,051	1,876,839	-	90,212
Public building maintenance	165,395	157,004	5,668	2,723
Total General Government	3,054,776	2,940,593	10,407	103,776
Public Safety:				
Police administration	2,346,295	2,341,819	4,232	244
Outside services	32,000	65,745	-	(33,745)
Fire administration	1,780,923	1,770,311	1,190	9,422
Civil defense	30,055	18,504	-	11,551
Total Public Safety	4,189,273	4,196,379	5,422	(12,528)
Public Works:				
Administration and operation	1,607,030	1,460,680	47,978	98,372
Engineering	117,735	113,682	-	4,053
Garage	110,200	103,976	-	6,224
Snow removal	175,083	174,638	-	445
Cemetery	125,912	119,607	59	6,246
Total Public Works	2,135,960	1,972,583	48,037	115,340

See accompanying notes to financial statements

(Continued)

	Amended Budget	Actual	Encumbrances June 30, 1993	Variance Favorable (Unfavorable)
Culture and Recreation:				
Parks and recreation	194,459	176,756	7,276	10,427
Parks maintenance	135,096	134,940	56	100
Butterfield Gym	133,864	119,652	520	13,692
Indoor pool	175,665	170,246	402	5,017
Guppey pool	61,669	48,305	515	12,849
Summer camp	20,617	16,450	50	4,117
Library	427,090	425,030	-	2,060
Total Culture and Recreation	1,148,460	1,091,379	8,819	48,262
Community Services:				
Planning department	136,863	135,945	110	808
Building inspection	126,475	124,294	1,260	921
Zoning department	1,100	1,058	-	42
Conservation	1,175	1,109	-	66
Total Community Services	265,613	262,406	1,370	1,837
Human Services				
Health department	15,954	15,846	-	108
Welfare department	329,397	287,390	5,256	36,751
Youth resources	26,123	25,946	-	177
Total Human Services	371,474	329,182	5,256	37,036
Education	16,262,805	16,152,354	53,008	57,443
Debt service	2,305,850	2,305,850	-	-
Intergovernmental	2,322,319	2,322,319	-	-
Transfer & other	1,642,263	1,095,417	31,784	515,062
Total expenditures and encumbrances	33,698,793	32,668,462	164,103	866,228
Excess (deficiency) of revenues over expenditures	(1,078,903)	388,001	(164,103)	1,301,801
Other financing sources - budgeted utilization of fund balance	1,078,903	1,078,903	-	-
Excess (deficiency) of revenues and other sources over expenditures and other uses	$ -	$ 1,466,904	$ (164,103)	$ 1,301,801

See accompanying notes to financial statements.

CITY OF DOVER, NEW HAMPSHIRE

Statement of Revenues, Expenditures and Encumbrances -
Budget and Actual - Certain Special Revenue Funds - Budget Basis

For the Year Ended June 30, 1993

	Amended Budget	Actual	Encumbrances June 30, 1993	Variance Favorable (Unfavorable)
Cafeteria Fund:				
Revenues:				
Intergovernmental	$ 219,500	$ 218,875	$ -	$ (625)
Sales and service charges	383,303	367,965	-	(15,338)
Total Revenues	602,803	586,840	-	(15,963)
Expenditures and Encumbrances:				
Personal services	283,570	289,110	-	(5,540)
Supplies and materials	282,500	267,255	-	15,245
Charges and services	26,733	12,652	-	14,081
Capital outlay	10,000	5,088	-	4,912
Total Expenditures and Encumbrances	602,803	574,105	-	28,698
Excess of revenues over (under) expenditures	$ -	$ 12,735	$ -	$ 12,735
School Categorical Aid Fund:				
Revenues:				
Intergovernmental	$ 1,016,013	$ 1,025,892	$ -	$ 9,879
Expenditures and Encumbrances:				
ECIA I	386,449	392,653	25,858	(32,062)
ECIA II	122,265	111,972	4,466	5,827
Vocational	171,882	166,819	20	5,043
Adult basic	161,397	165,951	4,138	(8,692)
Gifted and talented		48	-	(48)
Adult vocational	28,554	27,237	815	502
Handicapped	145,466	141,938	620	2,908
Total Expenditures and Encumbrances	1,016,013	1,006,618	35,917	(26,522)
Excess of revenue over expenditures	$ -	$ 19,274	$ (35,917)	$ (16,643)
Library Finds Fund:				
Revenues:				
Fines and forfeits	$ 20,000	$ 23,973	$ -	$ 3,973
Expenditures and Encumbrances:				
Supplies and materials	20,000	29,085	-	(9,085)
Excess of revenue over (under) expenditures	$ -	$ (5,112)	$ -	$ (5,112)

See accompanying notes to financial statements.

CITY OF DOVER, NEW HAMPSHIRE

Combined Statement of Cash Flows
Proprietary Fund Types and Similar Trust Funds

For the Year Ended June 30, 1993

	Proprietary Fund Type		Fiduciary Fund Type	Totals (Memorandum Only)
	Enterprise	Internal Service	Nonexpendable Trust	
Cash Flows From Operating Activities:				
Operating income (loss)	$ (273,355)	$ (226,083)	$ -	$ (499,438)
Adjustments to reconcile operating income to net cash provided by oerating activities:				
Depreciation expense	2,220,240	-	-	2,220,240
(Increase) Decrease in Current Assets:				
Accounts receivable	(2,482,462)	-	-	(2,482,462)
Unbilled revenue	190,406	-	-	190,406
Notes receivable	4,152	-	-	4,152
Inventory	35,664	7,624	-	43,488
Due from other governments	398,401	-	-	398,401
Prepaid expenses	(1,474)	-	-	(1,474)
Increase (Decrease) in Current Liabilities:				
Accounts payable	(327,055)	2,762	-	(324,293)
Accrued liabilities	624,925	-	-	624,925
Deferred revenue	667,233	-	-	667,233
Other liabilities	(759)	-	-	(759)
Net Cash Provided From Operating Activities	1,055,916	(215,497)	-	840,419
Cash Flows From Investing Activities				
Purchase of investments	(1,179,163)	-	(445,685)	(1,624,848)
Proceeds from the sale of investments	57,856	-	437,435	495,291
Interest revenue	60,587	-	-	60,587
Net Cash Used By Investing Activities	(1,060,720)	-	(8,250)	(1,068,970)
Cash Flows For Capital and Related Financing Activities				
Payment of debt	(3,532,112)	-	-	(3,532,112)
Interest expense	(2,376,787)	-	-	(2,376,787)
Proceeds of debt	2,800,000	-	-	2,800,000
Purchase of fixed assets	(747,314)	-	-	(747,314)
Net Cash Provided By Capital and Related Financing Activities	(3,856,213)	-	-	(3,856,213)
Cash Flows From NonCapital Financing Activities				
Capital contributions	74,769	-	-	74,769
Betterment revenue	1,417,669	-	-	1,417,669
Intergovernmental revenue	1,626,549	-	-	1,626,549
Add back capital gain (loss)	39,464	-	-	39,464
Contributions	-	-	8,250	8,250
Advance from other funds	55,000	89,500	-	144,500
Due from/to other funds	800,909	(78,603)	-	722,306
Operating transfer in	80,000	204,600	-	284,600
Operating transfer out	(233,343)	-	-	(233,343)
Net Cash From NonCapital Financing Activities	3,881,017	215,497	8,250	4,084,764
Cash, July 1, 1992	400	-	-	400
Cash, June 30, 1993	$ 400	$ -	$ -	$ 400
Supplemental disclosures of cash flow information.				
Interest paid and expensed during the year	$ 1,760,381	$ -	$ -	$ 1,760,381
Interest capitalized during the year	279,289	-	-	279,289
Total interest paid during the year	$ 2,039,670	$ -	$ -	$ 2,039,670

See accompanying notes to the financial statements

9. General Long-Term Debt Account Group

The following is a summary of changes in long-term debt for the year ended June 30, 1993.

	July 1, 1992	Additions	Retirements	June 30, 1993
General long-term debt account group:				
Accrued sick and vacation leave	$ 1,606,860	$ 119,623	$ -	$ 1,726,483
General obligation bond	11,530,007	-	1,298,388	10,231,619
Liability for hazardous waste site cleanup	8,166,667	-	-	8,166,667
Total General Long Term Debt Account Group	21,303,534	119,623	1,298,388	20,124,765
Enterprise funds:				
Accrued sick and vacation leave	173,324	-	22,709	150,615
Bonds anticipation	1,660,000	2,350,000	1,660,000	2,350,000
Bonds payable	24,873,953	450,000	1,773,532	23,550.421
Special assessment debt	1,316,540	-	98,580	1,217,960
Total Enterprise Funds	28,023,817	2,800,000	3,554,821	27,268,996
Total All Funds	$ 49,327,351	$ 2,919,623	$ 4,853,209	$ 47,393,765

A. Bonds Payable

As of June 30, 1993, bonded debt consisted of the following general obligation bonds:

	Due Date	Date of Issue	Amount Issued	Interest Rate	Balance General City	Enterprise Funds	Total
Public improvements	07/15/93	07/15/82	$ 1,740,000	5.07 - 9.07	$ 370,806	$ 319,194	$ 690,000
Public improvements	02/15/00	02/15/85	3,300,000	8.09 - 9.00	881,940	478,060	1,360,000
Public improvements	11/15/00	11/15/82	2,159,000	8.06 - 8.05	693,800	411,200	1,105,000
Public improvements	07/15/02	06/16/87	1,788,000	5.04 - 8.01	985,000	150,000	1,135,000
Public improvements	07/15/03	07/08/88	3,462,000	7.19	1,615,000	890,000	2,505,000
Public improvements	07/01/04	1989	2,816,220	6.75	1,090,073	1,134,927	2,225,000
Sewer improvements	03/01/96	03/01/78	2,260,000	4.80	-	300,000	300,000
Sewer improvements	07/01/99	01/01/79	626,000	5.77	-	180,000	180,000
Sewer improvements	07/15/03	07/08/88	1,295,000	6.98	-	870,000	870,000
School improvements	07/01/95	08/07/80	2,000,000	7.32	390,000	-	390,000
Hospital improvements	01/01/99	12/01/75	2,700,000	7.02	600,000	-	600,000
Public improvements	01/15/00	1990	4,414,280	6.93	1,530,000	* 2,230,000	3,760,000
Public improvements	08/15/06	07/15/91	2,722,500	6.05 - 6.09	2,075,000	445,000	2,520,000
WWTP	07/15/11	07/15/91	10,500,000	6.05 - 6.875	-	9,975,000	9,975,000
WWTP	01/15/12	01/15/91	7,300,000	6.05 - 6.75	-	6,935,000	6,935,000
WWTP	01/15/12	01/15/93	450,000	5.6	-	450,000	450,000
			$ 49,533,000		$ 10,231,619	$ 24,768,381	$ 35,000,000

* of this total $1,217,960 represents special assessment debt with Governmental commitment.

Bonds Payable (Continued)

The full faith, credit and revenue raising powers of the City have been pledged against these bonds. The debt service requirements for the above bonds as of June 30, 1993 are as follows:

Long-term debt account group:	Principal	Interest	Total
For the years ending June 30:			
1994	$ 1,165,888	$ 706,973	$ 1,872,861
1995	1,160,888	628,573	1,789,461
1996	1,128,615	542,243	1,670,858
1997	993,615	463,247	1,456,862
1998	973,615	390,348	1,363,963
1999 and Thereafter	4,808,998	1,144,158	5,953,156
Total Long-term debt account group	10,231,619	3,875,542	14,107,161
Enterprise Funds:			
For the years ending June 30:			
1994	1,774,112	1,623,349	3,397,461
1995	1,739,112	1,514,329	3,253,441
1996	1,721,385	1,397,703	3,119,088
1997	1,591,385	1,282,100	2,873,485
1998	1,571,385	1,216,326	2,787,711
1999 and Thereafter	16,371,002	6,998,994	23,369,996
Total Enterprise Funds	24,768,381	14,032,801	38,801,182
Total	$ 35,000,000	$ 17,908,343	$ 52,908,343

(B) Overlapping Debt

The City's proportionate share of debt of other governmental units which provide services within the City's boundaries, and which must be borne by the resources of the City, is summarized below (unaudited amounts):

Related Entity	Total Principal	City's Percent	City's Share
Strafford County	$ 1,869,999	26.38	$ 493,306

This liability is not reported in the accompanying financial statements.

(C) Maximum Debt Limit

The City is subject to state law which limits debt outstanding to a percentage (depending on how funds will be used) of its last full state valuation. Debt incurred for state required sewerage systems is not subject to the limit. The following is a summary, by purpose, of the outstanding debt of the City at June 30, 1993 and related limitations.

Purpose	Maximum debt limit	Applicable bonds outstanding at June 30, 1993
Municipal	$ 17,461,684	$ 8,037,345
School	69,846,738	1,709,200
Water	99,781,054	3,162,033
Not subject to limitation	-	22,091,422
Total	$ 187,089,476	$ 35,000,000

(D) Bonds Authorized and Unissued

Long-term debt authorizations voted by the City Council which have not been issued or rescinded as of June 30, 1993 are as follows:

Purpose	Date Authorized	Amount		Applicable bonds Anticipation Notes Outstanding As June 30, 1993
Wastewater Treatment Plant	1988	$ 6,129,692	(1)	$ -
Sixth Street Industrial Park	1990	2,535,000		2,350,000
Public Improvements	1991	147,338	(2)	-
Public Improvements	1993	1,041,000	(2)	-
Total		$ 9,853,030		$ 2,350,000

(1) The City does not expect to issue any remaining authorization.

(2) The City subsequently issued $1,188,338 in long-term debt for public improvements during July, 1993.

(E) Special Assessment Debt with Governmental Commitment

The City has General Obligation Bonds Payable for water and sewer extension projects on Sixth Street which will be financed primarily by special assessments. Any overdue assessments are liened by the City through its regular tax lien process. No reserves or sinking funds have been established for this debt.

Assets	Water Fund	Sewer Fund	Arena Fund	Industrial Development Fund	Total Enterprise Funds
Cash	$ -	$ -	$ 400	$ -	$ 400
Investment in land	-	-	-	2,139,775	2,139,775
Accounts receivable:					
User charges	268,969	395,651	6,671	-	671,291
Special assessments	256,332	1,823,472	-		2,079,804
Unbilled revenue	293,000	412,000	-	-	705,000
Prepaid expenses	1,081	63,793	-	-	64,874
Note receivable	-	-	-	76,195	76,195
Due from other governments	-	16,340,825	-	-	16,340,825
Due from other funds	-	720,479	-	541,058	1,261,537
Inventories	153,839	21,297	11,185	-	186,321
Property, plant and equipment	7,884,300	47,735,881	482,973	-	56,103,154
Total Assets	$ 8,857,521	$ 67,513,398	$ 501,229	$ 2,757,028	$ 79,629,176
Liabilities and Fund Equity					
Liabilities:					
Accounts payable	$ 67,764	$ 16,592	$ 2,867	$ 23,210	$ 110,433
Accrued liabilities	176,698	667,027	32,569	7,792	884,086
Due to other funds	217,669	-	9,921	-	227,590
Advance to other funds	-	-	217,500	-	217,500
Other liabilities	91,084	576,149	-	-	667,233
Bonds payable	3,162,033	21,358,597	114,926	132,825	24,768,381
Notes payable	-	-	-	2,350,000	2,350,000
Total Liabilities	3,715,248	22,618,365	377,783	2,513,827	29,225,223
Fund Equity:					
Contributed capital	1,230,487	40,003,781	274,763	-	41,509,031
Retained earnings	3,911,786	4,891,252	(151,317)	243,201	8,894,922
Total Fund Equity	5,142,273	44,895,033	123,446	243,201	50,403,953
Total Liabilities and Fund Equity	$ 8,857,521	$ 67,513,398	$ 501,229	$ 2,757,028	$ 79,629,176
Additional Segment Information:					
Net working capital	$ 89,882	$ 2,114,811	$ (40,765)	$ (1,857,930)	$ 305,998
Current capital contributions	213,696	1,291,988	26,954	-	1,532,638
Current additions to property plant and equipment	414,057	304,225	29,002	-	747,284

	Water Fund	Sewer Fund	Arena Fund	Industrial Development Fund	Total Enterprise Fund
Operating Revenues:					
Charges for services	$ 1,730,375	$ 2,601,731	$ 430,122	$ -	$ 4,762,228
Total Operating Revenues	1,730,375	2,601,731	430,122	-	4,762,228
Operating Expenses:					
Personal services	451,069	366,169	226,568	53,320	1,097,126
Supplies and materials	47,160	67,432	69,854	18,717	203,163
Charges and services	109,493	956,236	90,675	18,529	1,174,933
Development and capital outlay	1,322	3,353	-	-	4,675
Utilities	166,059	100,904	68,483	-	335,446
Depreciation	416,588	1,764,540	39,112	-	2,220,240
Total operating expenses	1,191,691	3,258,634	494,692	90,566	5,035,583
Operating income (loss)	538,684	(656,903)	(64,570)	(90,566)	(273,355)
Nonoperating Revenues (expenses)					
Interest revenue	18,945	33,311	-	8,331	60,587
Interest expense	(238,713)	(2,116,436)	(9,345)	(12,293)	(2,376,787)
Betterment revenue	165,881	1,251,788	-	-	1,417,669
Intergovernmental	-	1,626,549	-	-	1,626,549
Capital gain, (loss)	-	-	-	(39,464)	(39,464)
Total nonoperating revenues (expenses)	(53,887)	795,212	(9,345)	(43,426)	688,554
Income (loss) before operating transfers	484,797	138,309	(73,915)	(133,992)	415,199
Other Financing Sources (Uses):					
Operating transfers - in	-	-	-	80,000	80,000
Operating transfers-out	(44,743)	(186,500)	(2,100)	-	(233,343)
Total Other Financing Sources (Uses)	(44,743)	(186,500)	(2,100)	80,000	(153,343)
Net income (loss)	440,054	(48,191)	(76,015)	(53,992)	261,856
Add depreciation on contributed assets	31,598	1,513,272	18,633	-	1,563,503
Less capital additions with contributed capital	(165,881)	(1,291,988)	-	-	(1,457,869)
Increase (decrease) in Retained earnings	305,771	173,093	(57,382)	(53,992)	367,490
Retained earnings, July 1, 1992	3,606,015	4,718,159	(93,935)	297,193	8,527,432
Retained earnings, June 30, 1993	$ 3,911,786	$ 4,891,252	$ (151,317)	$ 243,201	$ 8,894,922

Tolend Landfill Hazardous Waste Site

The City owned and operated a 55 acre landfill site on Tolend Road from 1960 to 1979. On September 10, 1991 the Environmental Protection Agency issued a Record of Decision on the closure of the site, including the City as a Potentially Responsible Party (PRP). The current estimated cost of the closure is $26.7 million. The City has negotiated its preliminary share at $8,166,666 of the first $20 million. In addition, the agreement defers city expenditures for a period of 30 months from July 29, 1992. The city appropriated $500,000 within the General Fund in fiscal year 1993 toward the eventually closure costs and another $500,000 is proposed in fiscal year 1994. The final allocation of the additional costs will be determined by further negotiations with the remaining six PRPs or by court judgment. Thirty one other PRPs have made final settlement on all costs related to the closure with EPA. The City expects to fund its share of the landfill closure cost with a combination of debt financing, in kind services and tax revenues.

MAY 26 1995

